First the recovery at Fiat, now the development, Page 12

**EUROPE'S BUSINESS NEWSPAPER** 

Monday February 17 1986

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# French bomb Chad

air base

Transport Market

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France bombed a Libyan-built air PEMEX, the Mexican state oil mostrip in northern Chad and airlifted 200 French troops into its capital, suspliers for 30 days following a NDjamena, in a response to a flareup of Libyan-backed insurgency.

Paul Quilés, the French Defence \$4.88 a barrel followed a \$4 drop two Minister, said the air strip had been weeks earlier. used by the rebels to laminch new attacks against the Government of President Hissene Habre

The move marked the return of French forces to Chad for the first time since about 5,000 soldiers were removed in the autumn of 1984. Page 14

### Iranians advance

Iranian troops pushed further along the Faw Peninsula in southern Iraq toward the post of Umm Qasr. Foreign journalists with the force said they could see Kawaiti territory from the Iranian positions.

### Eight die in riots

At least eight people died in rioting in South Africa's racially segregat-ed townships while a Common-wealth mission began arriving in the country to promote talks be-tween the white minority Govern-ment and the black majority.

# **Gemayel visits Paris**

Lebanon's President Amin Gemayel arrived in Paris on a surprise visit seen as a search for foreign support in the face of pressure by militia leaders for his resignation.

# Temple clash looms

Moderate Sikh religious leaders set. the stage for more violence in In-dia's Punjab by authorising the re-taking of the Golden Temple being held by militants in Amritsar. Page 14

### Duveller unwanted

asylum elsewhere. Rumours of a Mark.

making process leading to the launch may have been "flawed."

### Soviet liner sinks:

A Soviet croise liner struck rocks during heavy rain off New Zealand and sank in a remote bay. Rescue officials said there were no immediate reports of casualties among the estimated 800 people who had been aboard the Mikhall Lermontov.

### Bangladesh shuffle

President Hossain Mohammad Ershad of Bangladesh named Major-General Mahmudul Hasan as his new Home Minister in a move seen as a hard-line response to mounting opposition. About 50 people were injured, meanwhile, as students rioted in Chittagong and Dbaka.

### Taiwan plane crash A Tarwanese airliner carrying six

passengers and seven crew trashed-into the sea near the Penghu (Pes-cadores) Islands. The state-owned China Airlines said the aircraft was making a second landing attempt at Makung after an aborted approach.

### Bombers get 'life'

An Israeli military court sentenced lestinians to life imprisonment for bombings in Jerusalem which injured 12 people, including an eight-year-old boy who lost a leg.

# Union picks Mandela

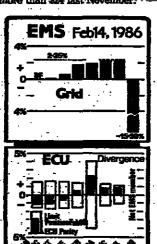
South Africa's largest black trade union, the National Union of Mineworkers, "elected jailed black na-tionalist leader Nelson Mandela its honorary president for life and said it would march on his prison to deliver a union card.

# Pemex suspends suppliers' payments

Business summary

nopoly, suspended payments to its suppliers for 30 days following a

The price of Mexican oil has fallen to an average \$15 a barrel from more than \$24 last Nevember.



ish pant continued to weaken and together with the Belgian franc remained around the bottom of the system. The D-Mark and French franc were steady at the top, al-though the position of the franc books very vulnerable, with the Bank of France supporting the cur-rency, through high Eurofranc in-terest rates, shead of the elections to the French National Assembly on

March 16. Money moving out of the dollar is attracted more to the D-Mark than other EMS currencies, and there has been strong speculation that there will be a realignment soon af-

asylum elsewhere. Rumours of a move to New York were denied and a US embassy official in Paris was reported to have said that Davalier was an "undestrable." Page 14

Shuttle launch 'error'
William Rogers, the former US Secretary of State who is leading the investigation into the space shuttle disaster, said that the decision-making received and and European Monetary System exchange rutes. The upper grid, best each constraints on European Monetary System exchange rutes. The upper grid, best exchange rutes. The upper grid on the subset of the property of the property of the upper grid on the subset of the upper grid on the upp

ham Laboratory has won a US Star Wars contract for development of a particle beam that could be the basis of a potential space weapon.

TOKYO: Following Wall Street's re-cord run, the Nikkei average put on 61.52 to reach a peak of 13,403.3 in Saturday's half-day session. Lead-ing prices, page 27

ATLAS-COPCO, Swedish construction, mining and engineering equip-ment manufacturer, increased prof-its by 44.5 per cent last year and will increase its dividend by the

OCCIDENTAL Petroleum reaches agreement with the US Federal Trade Commission to sell 3,530 km of natural gas pipelines in order to

BAYER, West German chemical group, bought a majority stake in a private scientific institute in a move to increase its involvement in engi-

MORGAN STANLEY, US investment bank which is offering 20 per cent of its shares to the public, crease in net earnings in 1985 to

DYNO Industrier, Norwegian explo-

# Brent daisy chain wilts under oil price pressure

world's oil traders will flood into London for the oil industry's ammal binge – the Institute of Petroksum Week. But this year's IP week could writes Dominic Lawson in London.
For last Wednesday, the forward In 1984, the market in North Sea Brent, which last year generated deals worth a potential £100bn (\$140bn), disintegrated into a morass of defaults and Brent field. Lawson have been

threatened litigation. For a market devoid of regulation and based entirely on a system of mutual trust among its partici-pants, the nature of the collapse may have dealt a fatal blow to the system of dealing in future cargoes of Brent, a 1m barrel-a-day crude

oil stream from the UK's most prolific oilfield. One trader, still dezed by the events of the week, says: "Nobody trusts anyone at the moment.

Everybody is suing everybody else. The ship has hit the rocks and will now sink." The Brent forward market evolved out of the uncertainties in the oil industry after the Iranian

be more a wake than a celebration, dangers of being stuck with over-

In 1984, the Brent forward market is estimated to have generated deals covering up to 2bn barrels of oil, equivalent in size to the entire Brent field. Last year the figure may have been twice that, although this or any other estimate may be selves. With the central clearing fa-cibty, there are no undisputed facts about the market as a whole.

Houston and Geneva, characterise by \$500,000 salaries, million-dollar bonuses, split-second dealmaking and risks that would make a currency dealer blench appears to have fallen victim to a poisonous mixture of extreme velocity of circulation and extreme price volatility. Recently, the Brent market has

Now this market, conducted by

beleadance out of London, New York

evolved out of the uncertainties in the oil industry after the Iranian revolution and the oil glut of the subsequent years. It provided an opportunity for fleet-footed traders to make a fortune out of "selling" more than 30 links was considered to a trader to customers and major oil companies to a chain of inter-connecting paper in the daisy chains. As a result it trades. Until this year, a chain of would only take one cargo between more than 30 links was considered February 26 and 28 although it was

expectation of obtaining it more 180 links in which the same compacheaply. It provided oil majors with an opportunity to hedge against the er or seller.

In a pure paper market such chains are of little concern, but the characteristic of the Brent market is that at some stage it inevitably leads into the physical reality of a 600,000 barrel cargo of Brent crude oil which has to be picked up by tanker at Sullom Voe within a specified three-day period.

The ultimate holder of the right to the cargo must give 15 days' no-tice of this to the lifter of the cargo

By 5pm 15 days before lifting, the paper cargo becomes "wet" – that is, it becomes a real cargo for delivery. This is fine for an oil company with a refinery, but for a trader left with cargoes on his hands it may be

The whistle was blown in the market last week by the large trad-er and refiner Gatoil. It sent a telex

THIS WEEK about 2,000 of the short" in a weak market – selling a impressive. More recently the market about 2,000 of the short" in a weak market – selling a impressive. More recently the market about 2,000 of the short" in a weak market – selling a impressive. More recently the market supposed to be the end receiver of to its output ceiling but instead drive for market share.

market is to end in an orgy of litigation it will have consequences more serious than the inconvenience of speculators and the embarrassment of oil companies that have run their stocks too low. There may be a serious dislocation of supplies."

If litigation is the result, it may not be that easy to bring the guilty to book. Many of the big speculative players in the market, while operating out of London, have incorporated their trading companies in places such as the Canton of Zug, the Bahamas and the Cayman Islands where taxes are tiny and the arm of the British law is scarcely

Some such companies may prefer to seek refuge in delay in the law rather than make a cash settlement involving massive losses, according to Mr Adrian Biggs, editor of Petroleum Argus.

The breaking of the daisy chains is a result of the extreme volatility in oil prices since January when Opec crated the oil market by declaring it would not longer adhere

BY CARLA RAPOPORT IN TOKYO

ing Japanese shipping group, was on the verge of collapse at the weekend, with total liabilities esti-

A director of Sankyu, the diversi-fied transport company which con-

trols Nakamura, said at the week-

end that Nakamura will file for vol-

untary bankruptcy in the Japanese courts "at the earliest opportunity." Sankyu will assume Y50bn of Na-

At the same time, the worsening state of the world shipping market was further emphasised in an an-

mouncement by Nissho Iwai, one of Japan's largest trading companies, that it intends to write off Y60bn

(\$320m) in bad debts related to its

shipping business and withdraw from shipping entirely by the end of next month.

Nakamura's collapse will be the

largest since Sanko Steamship, the

world's largest tanker company,

filed for protection under Japan's

bankruptcy laws last August. The continued troubles of the industry

cast increasing doubt on whether

the proposed restructuring of the

mated at close to Y100bn (\$540m).

Nakamura ship

Y100bn collapse

group's \$2.25bn debt.

around Y150bn.

CH Tung Group, the Hong-Kong ships from Nakamura and as a re-based shipping operation, will ever sult, are totally dependent on it for be accepted by Japanese creditors their business.

Shipping, said that Nakamura's col-

and said the losses will not be more

collapsing freight rates, the knock-

on effects of bankruptcies overseas

of shipping charterers and the deci-

sion in recent years to order more

The immediate effect of Nakamu-

ra's collapse is expected to be the

failure of a string of small shipown-

ers in the south of Japan, notably in Ehime and Kyushu. Some of these

owners charter only one or two

group close to

gus, the leading monitor of the Brent market, says: If the 15-day rousidered dramatic. since January there have been swings of as much as \$5 a barrel in a day. One oil tradeasiest market in the world to take a position in. With a minimum lot of a position in. With a minimum lot of er says: "The Brent market is the the easiest to make a loss in."

Last December Voest-Alpine, Austria's largest industrial company and one of the biggest players in the Brent forward market, pulled out of the business after piling up losses of about \$150m in its oil trading activities in a scandal which rocked the Austrian Government and forced the entire Voest-Alpine

in the market are the oil majors, by European Community funds. particularly BP and Shell. For the major oil companies involved in the Brent system of fields operated by Shell, the Brent forward market has been the means of ensuring

Continued on Page 14 West Europe to gain \$20bn, Page 8; Oil-fired yen, Page 12

# **Brussels** pursues venture

THE EUROPEAN Commission has approached financial institutions in London and Milan to see whether it can establish a new risk investment high technology ventures.

It is also promoting the idea of an associated scheme to insure the Traditionally the biggest players insurance scheme would be backed

Commission officials will visit other European financial centres during the next six weeks in an effort to drum up support. No Community government has so far been approached to test official reaction. A formal proposal will be put to the 12 before the summer.

The talks so far are said to have excited interest among the banks for the investment company with-out agreement on details of the plan. Major industrial groups have been cool to a scheme directed primarily at medium and small

But sharp reservations have been expressed about the insurance scheme, largely on the grounds that to insure a risk capital venture is a

The Commission sees itself as a broker. It would like to see the investment company started by some 15 private sector financial institutions spread across the Community.

NAKAMURA SHIPPING, the lead- who hold about 60 per cent of the Eurotech Capital, the name Sankyu, a publicly listed company which holds a controlling stake in the privately-held Nakamura coined by the Commission for the company, would need capital of Ecu 500m (\$457m) which could be re-leased in instalments. The Commislapse will not necessarily imperil its sion's idea is that Eurotech Capital own future. Sankyu said it will would take equity stakes of up to 20 raise Y20bn of the debt through selling securities. It plans to write off a across national borders, high techsubstantial portion of the balance nology projects.

> than the company's net capital. It plans to omit its year-end dividend. Sankyu's sales last year were of filling the financial trough between the pre-competitive research Nakamura, founded about 50 phase of a project and its commer-years ago by Kozo Nakamura, cur-cialisation, at which time ordinary rent president of Sankyu, operates loan financing becomes more readiabout 78 vessels. The factors ly available But Eurotech Capita contributing to its failure include | would be a sleeping partner in companies attracting its investment.

> > After the initial floating of Eurotech Capital, the company could go to the stock markets for additional capital, the Commission thinks.

To make Eurotech Capital more attractive to investors, the Commis-sion would like to see Eurotech Insur established with a capital endowment of Ecu 50m from Community funds.

Continued on Page 14

# Washington to urge Marcos talks on orderly succession

BY REGINALD DALE IN WASHINGTON AND SAMUEL SENOREN IN MANILA

THE US wants President Ferdi-

Reagan's special envoy in Manila. provided in France after further unsuccessful attempts to find pertuanent ed to be devalued against the D
when he clearly condemned widespread election fraud by the Marcos

armed forces chief cleared of implidoubts about the future of US aid to and cast doubt on the credi-

> and that steps must be undertaken to ensure a smooth transition to the UK Atomic Energy Authority's Cul-

WESTERN Europe is likely to save \$20bn because of the recent fall in oil prices, according to an economic adviser to the National Westminster Bank. Page 8

same amount. Page 17

avoid an anti-trust veto on its \$3bn purchase of Mideon.

neering ceramics. Page 17

showed a record 73 per cent in-\$105.9m. Page 15

THE US wants President Ferdinand Marcos of the Philippines to a general strike, President Marcos on the Philippines to a general strike, President Marcos on number of other businesses owned begin consultations with opposition went on the offensive against leaders which would eventually charges of poll fraud and accused

ington. bels.

This message is likely to be conveyed to President Marcos today by Mr. Philip Habib, President Ronald ised, in an interview on US televi-Diveller unwanted there will be a realignment soon after the french elections. With the behind the sharp change of tack by possible exception of the Dutch pos

> bility of last week's presidential Mr Reagan's remarks were intended to reassure Mrs Aquino that the US would not simply wash its hands of the matter and accept a Marcos victory, US officials said. The Administration's view was that Mr Marcos was no longer a viable leader for more than a short period

President Marcos, beleaguered by his opponents in the Philippines and under growing attack from his chief ally, the US, was elected for a fourth term by the country's National Assembly at the weekend.

lead to an orderly succession, acthe opposition of cheating with the cording to senior officials in Washhelp of priests and communist re-

ised, in an interview on US televi-sion, to start a "fair and honest" evaluation of how much fraud had

reform-minded officer favoured by relations committee and leader of Mrs Corazon Aquino, the oppositeam, said the election was so tion leader's widow and presi-"fatally flawed" that he would not

thousands of her supporters in a park in Manila yesterday. term on February 25. Mrs Aquino

by the President's relatives and friends. It seems clear that Mrs Aquino,

It seems clear that Mrs Aquino, encouraged by the change of attitude in Washington, is preparing her supporters for a long and possibly bloody campaign of civil disobedience to unseat Mr Marcos.

Mr Reagan's tougher line towards Mr Marcos came as a growards of the compactional lead.

ing number of Congressional lead-In another conciliatory move, he ers of both parties denounced the cation in the murder of Mr Benigno the Philippines as long as Mr Mar-Aguino, the opposition leader. General Ver was replaced by Lt Gen Fidel Ramos, a West Point educated can chairman of the Senate foreign

the official US election observer

dential challenger, called for a gen-dential challenger, called for a gen-accept the legitimacy of the vote eral strike on the first working day count on Saturday in the National after Mr Marcos' inauguration Assembly officially declaring Mr when she addressed hundreds of Marcos the winner. If there was no change in the sit-

park in Manila yesterday.

Under the law, Mr Marcos is to further US military aid, he said. Mr assume office for another six-year Reagan, who had last week suggested that there had been fraud on also called for a boycott of seven both sides," on Saturday corrected commercial banks, including the

**Continued on Page 14** 

# state-owned Philippine National Voest-Alpine's losses soar

BY PATRICK BLUM IN VIENNA

A NEW management team was appointed at the weekend to take figure.

charge of Voest-Alpine, Austria's Bayou Steel is estimated to have troubled state-owned steel, engicost Voest about Sch 8bn in investreceing, electronics and trading ment and operating costs, a large group. Simultaneously it was reproportion of which has already vealed that the group's total losses been written off by Voest since for 1985 have soared to Sch 11.1bn 1982. Voest hopes that it will soon (\$657m), almost double the Sch sell Bayou Steel which it says is no 5.7bn announced in November longer making operating losses bewhen the group's crisis was first cause of a pick-up in the US mar-

made public. ket. The proceeds of the sale would Government officials say that the help the group recoup some of the new figure for the deficit includes losses. by Voest-Alpine Intertrading, have eight members and will be Voest's trading subsidiary, whose total deficit incurred almost entire-currently chief executive of Mobil total deficit incurred almost entire-ly through speculation on the oil Oil Deutschland, the West German markets will now reach about subsidiary of Mobil Oil of the US.

Sch 3.4bn. Other major losses stem from was a surprise. The 58-year-old Aus-Voest's US steel subsidiary Bayou trian who started his career with Steel, from a large metallurgical Mobil Austria in 1951 to become its project in the Philippines, and from chief executive in 1967 has been a microchip plant set up in Graz in working abroad since 1969. His partnership with American Micro-name as a possible contender for partnership with American Microsystems Inc (AMI) of the US. A
spokesman for Voest said at the
weekend that the need to make additional provisions for risk which
the Government's specially appointed accountants insisted should be
the will take up his new duties as included in the final accounts also Voest's chief executive since he has

contributed to the higher deficit yet to negotiate his departure from figure.

Mr Richard Kirchweger, former head of Chemie Linz, the stateowned chemicals group, who was hastily appointed temporary chief executive of Voest after the resignation of the group's managing board in November was strongly tipped to keep the job. His appointment, however, was put into question after it was discovered that Chemie Linz's own trading subsidiary had also made large losses through oil speculation. Critics also say that as a former executive with Voest in the 1970s at a time when it began its Bayou Steel venture, he shared some responsibility for the venture's subsequent losses. He is now The appointment of Dr Lewinsky

expected to return to Chemie Linz. Other members of Voest's new managing board include Dr Claus Raidl, deputy chief executive in charge of finance, Dr Peter Stra-Pühringer, in charge of the plant construction division, Mr Heribert Kreulitsch and Dr Robert Ploch, for metallurgical products. Dr Ludwig von Bogdandy, a West German ex-ecutive currently working for the

Klöckner group of West Germany Continued on Page 14

# "Excellent overall performance."

This was a recent description of Oppenheimer's investment achievements over 1985, a year when our European Growth Trust out-performed all other authorised unit trusts in the UK.

1986 has started very well with statistics for the 12 months to 1 February 1986 showing 5 of our 10 funds in the top 100 of all 725 authorised unit trusts and, as importantly, none in the bottom 300.\* This excellent overall performance was achieved by active management as demonstrated by our 3 general trusts, International, European and Pacific, all of which were 2nd in their respective sectors over the last 12 months.

\*Source Planned Savings: offer to bid, income reinvested, 12 months to 12.86.

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# **OVERSEAS NEWS**

# Nine set to sign EEC reform Act

BY IVO DAWNAY IN BRUSSELS

FOREIGN MINISTERS of at will today sign the so-called Single European Act which aims to streamline Community decision-making processes and provide a new formal basis for political co-operation between

the Twelve.

But the implementation of the Act's provisions remains dependent on its full endorsement by all the member states and its ratification by the 12

national parliaments.

At the week-end, it appeared likely that three countries would refuse to participate in the signing ceremony, Denmark has long insisted on putting the reform plans to its national electorate in a referendum scheduled to be held on February 27.

There will be an over-whelming Danish vote in favour of the referens of the EEC in the February 27 referendum on this issue, if two opinion polls published in Copenhagen yesterday, prove correct, writes Hilary Barnes.

A Gallup poll showed that 68 per cent were in favour and 32 per cent against the reforms, while a second poll, by the Vilstrup Institute, gave a 65-32 per cent breakdown, excluding in both cases the undecided voters, who continue to constitute 20 to 25 per cent of the voters.

February 27.

This decision followed protests that the package involved an unacceptable transfer of mational sovereignty to EEC institutions.

Consequently, Greece has reserved its decision on whether to participate in the signing to participate in the signing until today. Mr Theodore Pangalos, the Greek EEC Minister, has said that Athens may withold its signature in order to convey a symbolic protest at the isolation of Denmark.

**Dutch money creation curbed** 

The share of voters favouring the reforms has increased since Prime Minister Poul Schlueter announced the referendum in January. In a January Gallup poll the

breakdown was 58 per cent for and 42 per cent against. The Prime Minister decided The Frime minister decided to call the referendum, which is consultative and formally speaking not binding on the Volketing (parliament), when a majority in the Volketing blocked agreement to the reforms against the wishes of the coalition Generatory.

Italy, the most passionate advocate of closer European integration, decided to withdraw from the ceremony last week on the grounds that the reforms agreed are insufficiently wide-ranging. However, it is believed in Brussels that Rome will

reverse this decision should the Danish referendum accept the reforms plan.

The Dutch presidency of the Council of Ministers has taken pains in recent days to insist that the signing ceremony is not intended to put pressure on Denmark. The early endorsement of the Act is instead meant to emphasise the commitment of the signaturies to the meant to emphasize the commit-ment of the signatories to the reform package, hammered out in a long debate last Autumn and concluded by heads of Government at the Luxembourg

summit in December.
Foreign Ministers are also scheduled to debate measures to adjust agreements with the European Free Trade Association (EFTA), following the accession of Spain and Portugal to the EEC. They will attempt to finalise details of a common Community position for the forthcoming negotiations on a new Multi-Fibre Arrangement (MFA) regulating the international textile trade.

BY LAURA RAUN IN AMSTERDAM

THE DUTCH central bank has fast monetary expansion could imposed if the money-creation exacted a promise from banks rekindle inflation. It wanted to limit was ignored but the bank-to significantly limit money slow money supply growth to ing community is likely to abide the pace of expansion of by the agreement.

The Nederlandsche Bank also promise to be appeared to the pace of expansion of the

creation this year in a dramatic the pace of expansion of policy shift that reflects deep concern over rapid money supply growth.

The Nederlandsche Bank's sumusual announcement on Friday was the first statement on medium-term monetary policy made outside a quarterly report in years. It signals a modative policy followed ruring the economic recovery.

The ban ksaid that, as the recovery had taken hold, the pace of expansion of the process to be wortled over an about 9 arising from outflows appears to be wortled over the nection about 9 arising from outflows of cash seeking higher yields in other currencies of the European Monetary System, including the and capital markets departs departs departs departs departs departs departs and capital markets departs d

# Hungarian unions express discontent

BY DAVID BUCHAN

HUNGARY'S TRADE unions even this small protest vote unity behind "the realistic pesterday ended their national marked an unusual display of demand of workers for raising independet feeling for a Soviet living standards." According to bloc trade union movement. the 1986-90 plan, real wages are the Hungarian unions had their last congress in 1980, real would only restore living standards for wages and living standards for wages and living standards for wages and living standards for their 1980 level.

Mr Lajos Faluvegi, the deputy with the service warned union in the realistic demand of workers for raising to demand of workers for raising the service warned their discontent at the 1986-90 plan, real wages are due to rise 5 per cent, but this wages and living standards for wages are due to rise 5 per cent, but this wages and living standards for wages are due to rise 5 per cent, but this wages and living standards for wages are due to rise 5 per cent, but this wages and living standards for wages are due to rise 5 per cent, but this wages and living standards for wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this wages are due to rise 5 per cent, but this

## SPD presses on with nuclear free proposal

By Rupert Cornwell in Bonn WEST GERMANY'S opposition Social Democrats are pressing shead with their attempts to work out a joint proposal for a tactical nuclear weapon-free zone in central Europe with the ruling East German SED party-in spite of the irritation such a notion causes both to the centre-right coalition in Bonn and to Nato planners in

Brussels.

The plan, which builds upon a 1985 initiative of the two parties to remove chemical weapons from Europe, was the main topic of a visit to Bonn last week by a delegation headed by Mr Hermann Axen, an influential member of the East Berlin polithuro. Both sides have agreed to meet again on the issue, in East Germany at the end of April.

The Social Democrats' fiirtation with East Germany has been attacked on various grounds: that it constitutes a parallel "foreign policy which diminishes the authority of the elected Government in Bonn;

after many rank and file delegates vented their discontent at falling living standards over the past five years.

The resolution was carried heavily in the Government's a member of Hungary's ruling favour, by 761 votes to 21. But wages and living standards for many workers have declined as many workers have declined as Mr Lajos Faluvegi, the deputy prime minister, warned union decligates they could not expect an improvement in real wages and living standards for many workers have declined as Mr Lajos Faluvegi, the deputy prime minister, warned union decligates they could not expect an improvement in real wages and living standards for many workers have declined as Mr Lajos Faluvegi, the deputy deminishes the authority of the elected Government in Bonn; and that it indirectly furthers or pensions this year, even the designs of Moscow, which the deputy prime minister, warned union declined as "parallel" foreign policy which decligates they could not expect an improvement in real wages and living standards for many workers have declined as must be foreign debt.

Mr Lajos Faluvegi, the deputy declined as minister, warned union president who is also or pensions this year, even though national income was planned to rise some 3 per cent.



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Electricity talks the language of Industry.

Increasing demand for our handmade roofing tiles created a production bottleneck at the drying stage. Converting from a fuel-fired drying tunnel to electric heat pumps solved our drying problem,

reduced rejects and halved energy costs into the bargain.

Electricity certainly had a worthwhile message for us. Colin Taylor, Managing Director, Keymer Tiles.

Across the country, in companies both large and small, electricity is helping industry reduce costs and increase productivity.

An electric infra-red stoving oven has enabled TJ Filters, who produce a large range of oil filters, to double their output, improve finish, and cut production costs by 40%.

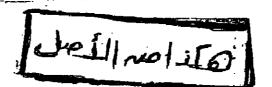
At Callanhart Limited, producers of decorative ceramic ware, a new twin-hearth electric kiln using night-rate electricity has cut energy costs by almost 40% compared with their gas-fired kiln. More reliable operation with fewer rejects has increased productivity and helped recover the cost of the kiln in under fourteen months.

The list of examples is growing daily. All proving that electricity is likely to talk your language, too.

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# Iran masses troops north of Basra

By Kathleen Evens in Kuwait

IRAN was reported yesterday to be massing troops north of Basra, Iraq's second largest city, as heavly fighting continued to the south on both land and sea close to Kuwaiti territory.

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Foreign diplomats in Baghdad said satellite pictures showed further build-ups at the Iranian town of Susangerd, close to the Huwakah marshes, and said Huwaizah marshes, and said that Iran may be planning to launch an attack there to ease pressure on troops to the south. Iraq has confirmed heavy fighting in the marshes for some days and claims that it has recaptured the Maincon Islands in an 18-hour battle.

If Iran launches this oftensive, then its current operations, known as "dawn eight," will be the largest in the war, commentators believe.

In the south, Iraqi officials said their armed forces were attacking the Iranians from two sides, from Basra and from Ras

sides, from Basra and from Ras Bisha, close to Fao.
Iraqi communiques also said
that 41 troop-carrying vessels
had been sunk in the Khor
Abdullah waterway, near to the

Abdulian waterway, near to the Kuwaiti island of Bubiyan.

Tehran Radio claimed advances in the southern area of Fao and said its troops occupied 322 square miles of

Iraqi territory.

During the night. Iranian troops also advanced towards troops also advanced towards the Iraqi naval port of Umm Qast, officials said. Iran conducted a tour yesterday of the front line positions at Fao for foreign journalists, who reported that they could see the Kuwaiti island of Bubiyan clearly from Iranian positions.

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# **Pemex stops** paying suppliers after prices cut

biggest company, has suspended projection of \$12.1bn. biggest company, has suspended payments to its suppliers for 30 days folowing the weekend's sharp cut in Mexican oil prices.

Mexico dropped its average grave, as Pemer's temporary payments halt and cuts in exploration it has ever made, only two weeks after cutting it hack by \$4. The average price of Mexican oil, retroactive to February 1, is now \$15.07 a barrel, down from \$24.60 in November.

The collapse in international oil prices which these cuts are tracking has upset Mexico's budget and foreign exchange cash flow projections. Oil provides Mexico with about half its tax revenue and three-quarters about a third of this coming at the foreign exchange with

tax revenue and three-quarters about a third of this coming

ebt.

Mexico's original projections foreign exchange loss, particularly through the constraints on for this year foresaw an average crude price of \$22 a barrel and daily exports of 1.5m age crude price of \$22 a barrel and daily exports of 1.5m growth.

barrels. At this sales level, each \$1 fal costs Mexico \$550m in 1982, Mexico had two years of foreign exchange. But industry analysts report January sales tame in half a century. In the down to 1.1m b/d. Current loss in both price and volume theregions analysis report January sales tast two years its economy has in both price and volume theregions analysis are analysis. fore, averaged over the full year.

PETROLEOS MEXICANOS year, leave a theoretical hole (Pemex), Mexico's State oil in Mexican crude revenues of monopoly and the country's \$5,90n, against original earnings

of the foreign exchange with which it theoretically has to make repayments of \$11.50n this year on its \$97hn foreign

imports, could turn this into more like a 4 per cent drop in

# Rogers suggests launch may have been a mistake

BY TERRY DODSWORTH IN NEW YORK

MR WILLIAM ROGERS, the Space Administration (Nasa) to former US Secretary of State exclude from the agency's separformer US Secretary of State
who is leading the inquiry into
last month's space shuttle
disaster, has suggested for the
first time that space agency to
fficials may have made a critical mistake in deciding to go
ahead with the fatal launch.

In a statement at the weekand W Rosers said that the
the causes of the explosion

cal mistake in deciding to go ahead with the fatal launch.

In a statement at the weekend, Mr Rogers' statement is not meant to indicate any suggestion of a cover up over the causes of the explosion which led to the death of seven crew members.

But the presidential panel has apparently grown increasingly concerned about the way in which safety problems were have been flawed."

At the same time, he asked cracy, especially at the lower the National Aeronautics and

John Elliott profiles the Hindu kingdom as the Queen arrives for a visit

# Nepal steps cautiously into modern times

and cannon fired in a small seventeenth century palace courtyard in the Nepalese capital of Kathmandu while a mili-tary band played the national anthem, drowning the efforts of two groups of Hindu musicians at a ceremony formally welcom ing the coming of Spring.

Flanked by his Cabinet and advisers, Eton-educated King Birendra Bir Bikram Shah Dev, watched impassively. He was fulfilling his role in the cacophony as a reincarnation of the Hindu god Vishnu—the provider of the Hindu trinity — and as ruler of this small Himalayan kingdom where Queen Elizabeth II arrives today for a five day visit.

This ceremony, which took place last Thursday at Kathmandu's streets were being levelled and cleaned for the Queen, brought together the main centres of power of this almost medieval, poor kingdom which is both an international tourists' haven and a sensitive buffer state between China and

The King is regarded by many as an absolute ruler, relying in as an assisting ruler, relying in part for his authority on his Hindu people's' respect for the God-linked monarchy. But he also relies on the total support of the army. His Cabinet, chosen by him from members elected to a popularty national assembly. to a non-party national assembly, shows the regime is moving gradually towards a democratic system, albeit more slowly than political activists would like. Nepal was never part of the

British empire in spite of its proximity to India. It mainvirtual independence after an 1815 war with Britain.

GEC telephone sets and PABX exchanges are to be made soon in Nepal following conclusion of a Elm joint venture agreement with Amatrya Enterprises of Kathmandu.

In the first stage GEC Telecommunications of the UK will supply technology, but later plans to take an equity stake of about £200,000. A letter of intent has been issued by the Government and a full licence is expected

This will be one of Nepal's first modern manufacturing enterprises.

the Falklands War. The Palkiands War.

Nepal is proud that it stayed independent. But the price it paid was an almost total lack of any development until 1951 because it was ruled by a prime ministreial family, called the Ranas, who closed the country's bender page all the triving as borders, personally thriving on its backwardness.

The royal family reasserted its authority in 1951. It threw the Ranas out of office and briefly experimented with a political party system in which the pro-India Nepali Congress Party formed a government. The then king replaced this in 1961 with the present panchagut non-party system. In 1980, following student demonstra-

In return it has provided
The 35th anniversary of the generations of Gurkha soldiers ousting of the Ranas is celewho still make up about 8,400 brated tomorrow, Democracy of the British Army's strength

Day, as a public holiday when and played a significant role in the Queen will officially rest in from the banned Nepali Conwhich itself accounts for about economy.

But all is not well beneath have a common manifesto or the surface of this, the world's common symbol. But the feelonly Hindu kingdom, where the

literacy rate is estimated at and major only 15 to 22 per cent of the unlikely.

17m population, where the "We ca population, where the population growth rate of 2.6 in the country to fund parties and agencies provides the major source of foreign eychange inflows and provides 10 per cent world's highest) exceeds the parties would go to X, Y and Z agricultural annual growth rate of 1.7 to 2.5 per cent, and where deep rooted corruption Radha Dsir Sabbha. Tavaaradd Japan with a growth rate of 1.7 to 2.5 per cent, and where deep rooted corruption Radha Dsir Sabbha. Tavaaradd Japan with a growth rate of 1.7 to 2.5 per cent, and where deep rooted corruption Radha Dsir Sabbha. Tavaaradd Japan with a growth rate of 2.6 in the country to fund parties and agencies provides the major source of foreign countries and agencies provides the major source of foreign eychange inflows and provides 10 per cent of the development budget, and it is believed to provide a supplied of the country of the country of the development budget, and it is believed to provide a supplied of 1.7 to 2.5 per cent, and where deep rooted corruption and specific provides the major source of foreign eychange inflows and provides 10 per cent of the development budget, and it is believed to provide a supplied of 1.7 to 2.5 per cent, and where deep rooted corruption and specific provides the major source of foreign eychange in flows and provides 10 per cent of the development budget, and it is a supplied to 1.7 to 2.5 per cent, and where deep rooted corruption are supplied to 1.7 to 2.5 per cent, and where deep rooted corruption are supplied to 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 per cent, and the country of 1.7 to 2.5 p deep rooted corruption Radha Dsir Sabbha, 77-year-old syphons off a large proportion Foreign Minister. of international aid and cripples the country's economic be a battle between Nepalese

"The election would then not

growth and public administra-tion. These issues have come to following student demonstrations, King Birendra called a head with a 14.7 per cent and the Soviet Union with the devaluation two months ago US as the likely other donor.

These issues have come to Y and Z" were India, China thrown out of power by the then King. The country has referendum which backed the devaluation two months ago US as the likely other donor. referendum which backed the devaluation two months ago partyless system with a 55 to 45 per cent majority, probably and with elections planned for May to the non-party national indicating a 50-50 split after allowing for some inevitable ballot rigging.

a nead with a 14.7 per cent and the Soviet Union with the US as the likely other donor. Nepal is highly conscious of its position as a buffer state and courts China. It is specially the resolve of the King and his palace entourage of family and dence on India with which is palace entourage of family and dence on India, with which it

way trade.

Rapidly increasing imports from India, which has taken over the country's garment industry, plus an outflow of funds with black money going into India's booming stock market. led to a recent devaluation. This was accompanied by a \$17m (£12.1m) standby loan from the International Monetary Fund, two-thirds of which has already

Foreign currency reserves, which had fallen to Nepalese Rs 2bn (£67.8m) have risen to Rs 3bn, roughly equivalent to three months imports, according to Mr Prakash Lohani, Finance Minister. But balance the Kathmandu royal palace gress Party to recognise parties, and the Duke of Edinburgh will or at least to allow members visit a tiger reserve.

But all is not well because the common manifest of payments problet-is continue with income from tourism, the second major foreign exchange earner, dropping 33 per cent in second major foreign exchange earner, dropping 33 per cent in 1983-84 to \$40m. A boost in carpet exports to \$12m has parthe ing against parties is strong tially helped to offset this de-at and major concessions are most cline.

Aid from foreign countries Japan with \$27m and the US, UK and West Germany each at around \$10m to \$20m.

Last time the Queen visited then, but faces two crucial challenges—first to develop its poli-tical system so that it avoids the sort of violent unrest that has bedevilled some of its South Asian neighbours and secondly to develop huge untapped sources of hydro electric power which could transform its

# Gemayel flies to Paris as pressure for resignation grows

LEBANON'S President, Mr with a flurry of meetings beAmin Gemayel, under pressure tween Christian and Moslem to step down for his partial opposition to a Syrianbrokered militia agreement, accord.

travelled to France yesterday to address a summit of Frenchstravelled to France yesterday to address a summi

His surprise visit coincided slain by Moslem extremists taliation for Israeli shelling of groups that take Jews hostage close to the Israeli border.

address a summit of Frenchspeaking heads of state and for lated body of a Lebanese Jew to be blackmalled by the same group in rewest two others who were over the death of Mr Benseti to exchange its hostages for the liberation of 300 Lebanes; prisoners held at the Israeli prison the third Lebanese Jew to be killed by the same group in rewould not be blackmalled by in Khiam, a Lebanese village

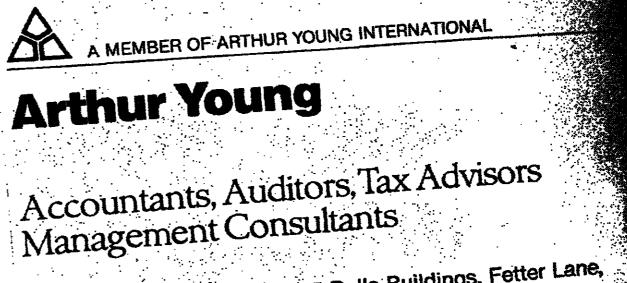
On January 8th 1986, in the b offices of Arthur Young, Apple UK announced the launch of Apple Accounting<sup>SM</sup> This UK-developed package was commissioned by Apple as part of its firm commitment to the business world.

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be extracted and analysed in many other Macintosh business software applications. These include Microsoft Excel™ (the world's most powerful spreadsheet operable on a personal computer), Jazz™ from Lotus, MacTerminal™ (Apple's communications package), and Blyth's Omnis 3™ (a database management system) indeed any Macintosh software which uses our unique copy and paste facility.

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Arthur Young have prepared a summary report giving their objective assessment of the Nominai, Sales and Purchase Ledgers.

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The Commission however believes the tonnage delivered will fall off by the end of the local sections because of the level of the level

# Crackdown continues in S. Korea

SOUTHERN CALIFORNIA GOS COMPANY

**Swiss Francs 100,000,000** 

tinued harsh measures through the weekend in an attempt to snuff out a national signature campaign designed to revise the constitution in favour of a direct election of the president Mr Kim Dae-Jung, the leading South Korean dissident, remained under house arrest behind a wall of up to 1,000 police. His telephone was cut to prevent any communication with political supporters and for the first time since he returned from exile in the US one year

from exile in the US one year ago, foreign reporters were de-med access to him. The confrontation between the Government and the oppo-sition—perhaps the most severe since the uneasy calm that fol-lowed a 1980 military coup bringing Mr Chun Doo-Hwan, SOUTH KOREA'S trade deficit in January rose to \$454m from \$3m in December, according to the Economic Planning Board.

Last month's deficit was nonetheless an improvement over January 1985 when the over January 1985, when the trade deficit reached \$741m.

raied fresh fears of further

This announcement appears as a matter of record only.

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Compagnie de Banque et d'Investissements, CBI

months of last year. Mr Kim Young Sam, another key opposition leader who only recently joined the New Korea Democratic Party (NKDP), was Democratic Party (NKDP), was allowed to attend church services yesterday morning. He was forcibly returned to his home several times dast week after attempting to attend political meetings in the centre of Seoul, and he and his supporters scuffled with police

Kredietbank (Suisse) S.A.

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Sparkasse Schwyz

Fuji Bank (Schweiz) AG

Amro Bank und Finanz

Clariden Bank

The police later staged raids

on the headquarters of the NKDP and the Council for the Promotion of Democracy (CPD), which is headed by the two Kims, in an apparently un-successful search for the signature lists. Newspaper editorials yesterday denounced police action at the CPD headquarters, in which seven journalists were beaten

Some 2,500 police raided 129 cillege campuses throughout South Korea over the weekend, confiscating political literature, petrol bombs, wooden and iron ciubs, and placards and banners that read "repeal the constitution" and "long live democracy."

Police have arrested 449 students so far this year compared

Seoul, and he and his supporters scuffled with police Mr Kim Sung-ky, the Justice Mr Kim Sung-ky the Justi

# Ozal to seek UK help on reactor deal

THE TURKISH Prime Minister, Mr Turgut Ozal, arrives in Britain today on his first official visit to a Western ometal visit to a western Enropean country, hoping for industrial co-operation between Turkey and the UK in projects ranging from nuclear energy to highway construction, and defence.

In an interview on the eve of his departure for London. Mr Ozal referred to the mr Uzal reserved to the British stake in a nuclear power plant project at Akknyu on the Mediterranean to be built by AECL of Canada in a consortium with NEL-Parsons of the UK which is to make electrical generation. is to make electrical generat-ing equipment for the planned 635 Mw power

Canada's government is believed to be close to turn-ing down the project which would be constructed as a joint venture under the "build operate-hand over" model which Mr Ozal is trying to get Western suppliers and bankers to adopt. European financing, orga-

nised by Standard Chartered for Nei-Parsons is thought to be in place, but the Canadian Government has requested sovereign guarantees on C\$900m Mr Ozal may ask the British Government to use its influence with the Canadians not to turn down the project. But he warned that he would not consider sovereign guarantees for power stations built on the joint venture

Mr Ozal said Britain had a major head start in landing Turkish defence contracts.

British business might be interested in a series of motorway contracts stretching from the Bulgarian border at Edirne through to Ankara, he said. A consortium led by Arup and Enet of Turkey was recently awarded a super-vision contract by the Turkish state highways Balfour Beatty of the UK is negotiating a contract to build a stretch of highway from Izmir to Salihli. Foreign consor-tiums have been told that they must find the financing sary for each stage of the motorway.

The total cost of the motorway projects at present being discussed is thought to be around \$1.3bn.

Mr Ozal said he had set up a study group to resume the schedule of tariff cuts under Turkey's nearly defunct association agreement with the EEC. "There have been no the intention to make cuts this year."

He said he thought Turkish industry was better able to withstand competition inside the European Community than was generally realised outside the country. "I am thinking of a 10-year period for transition once Turkey joins the Community, but the timing of our application for full membership has not been decided yet.

"I cannot make an appli-cation without consulting the different member countries and if I don't see any support from them, why should I do it? Turkey is more of an asset than a liability to the EEC,"

# W. German held in Cairo on bribery charges

By Tony Walker in Cairo

A WEST GERMAN business man is among more than a dozen people arrested in con-nection with what is being described in Cairo as the "higgest and most dangerous

niggest and most dangerous bribery case in Egypt's history."

The West German is being actused of paying bribes totalling some \$6m (£4m) to Egyptian officials in an attempt to win a contract for his common to supply compohis company to supply compo-nents for a \$200m paper mill to be built in Qena governorate, upper Egypt, ?00 km south of Cairo.

Semi-oficial Egyptian news-paper reports did not name the company or the foreign businessman involved. President Hosnei Mubarak of Egypt Satu at the western the government was engaging in a drive against corruption "in all its forms and in any location to protect public money and the rights of the people." His remarks were made against a background of worsening economic cir-

Among those arrested according to official press reports was the first under secretary of the Industry Ministry, who was also charman of the committee responsible for reviewing bids for the paper mill. He is accused of accepting bribes totalling about \$600,000. The Egyptian agent of the West German firm has also been Egyptian agent of the west German firm has also been arrested, the reports say. Bids for the mill were lodged in April 1984 and included those from French, Canadian, Japanese and Swiss led consortia. A decision expected last June.

# Siemens closer to success in US telephone exchange race

SIEMENS, the West German electrical group, has moved another step forward in the race to sell digital telephone exchange switches to US Bell Telephone companies. Ameritech, one of the seven huge regional telephone holding companies, has formally added Siemens to a list of vendors who will bid later this year for digital switch contracts will be awarded primarily on the basis of price.

Siemens will join Canada's Northern Telecom and American Telephone and Telegraph (AT&T), which together dominate the US market for digital network switches, in the battle to win a slice of Ameritech's local Bell Telephone Company

orders for digital switch installations in 1983 and 1989.

Ameritech said the total contract to supply a test switch to supply a t

The European Community at the weekend brought into-force retaliation measures against

the Community of fertiliser, beef tallow and high quality

# EEC probes Madrid dumping charge

In the first 10 months of last

THE European Commission is investigating complaints from Madrid that steel products from other parts of the EEC are being dumped on the Spanish market.

Investigators are seeking to setablish the precise quantities in the spanish manual commission is part from accelerated sales. Seeking to the steel is See, 500 tonnes this year Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the 10 in the Spanish accession negotiations because of the level of substitute of the steel is Such an arrangement was demanded by the level of substitute of the steel is Such an arrangement was demanded by the level of substit

establish the precise quantities and the exact price of steel

In the first 10 months of last year, total shipments to Spain from the then 10 members of the Community reached 1.14m tonnes. Shipments in January 1985 were 111,000 tonnes and in Fabruary 1985 127,000 tonnes. going to Spain.

Figures suggest the surge began as soon as Spain joined the Community on January 1. Shipments last month reached 200,000 tonnes, including coils, double the narmal legal. double the normal level.

Part of the increase is said to Part of the increase is said to Spain continues to feel the Come from orders placed before spain joined the Community, in the rest of the Community paper.

SHIPPING REPORT

# Pressure on oil prices hits tanker markets

Galbraith's, the Louisian state on the scrap market, broking company, said there on the scrap market, had been virtually no VICC Soviet Union sold around 20 had been crude carrier) fix-vessels to China. Demolition to the broken by the Galbraith's, the London ship-

low rate of Worldscale 22.5 for a trip from the Arabian Gulf to the US Gulf.

More business was seen out of West Africa, but trade was poor from the Caribbean and Mediterranean.—Galbraith's said in general "traders are still

3.406 14.1 7.431

6.7 Dec. 85 2.747 2.436 10.5 3.887 13.5 0.749 13.2 0.542 13.1 Oct. 85 1.590 2.74

W. Germany (m)
France (m)
Italy (m)

SHIPPING markets remained round weakness apparent." confused and depressed last Rates did, however, seem to be week, with dry cargo rates falling further and tanker activity slow in the absence of stable oil prices.

Collegiable the Lendon chip.

had been virtually no VLCC (very large crude carrier) fixing on the open market, though one 260,000 tonner accepted the low rate of Worldscale 22.5 for a trip from the Arabian Gulf to the US Gulf.

More business was seen out of West Africa, but trade was off a rate-cutting war on the last of the last off a rate-cutting war on the off a rate-cutting war on the liner route between the Far East and North America, Reuter

having enormous problems in reports.

being able to conclude deals
because of the structure of oil
prices, which remain unstable carried out its threat to leave In the dry cargo sector, said the Asia North America Exist-Denholm Coates, it was "an-other depressing week, with all-other depressing week, with all-

13.5 \$.161 7.8 Oct. 85 2.148 8.0 2.505 10.8 3.624 13.3 0.743 13.1 0.553 13.4

World Economic Indicators

2.210 8,2 2.495 10.7

Toshiba wins Y12bn Soviet colour TV order By Carla Rapoport in Tokyo

TOSHUBA, the Japanese electronics group, and Kanematsu-Gosho, a Japanese trading company, have won a Y12hn (£45a) order to supply the Seviet Union with equipment to make colour television sets.

as Di

Olo

the deal is the largest order it has won from the Soviet Union in 10 years: when Toshiba ex-ported equipment to make room air conditioners. The success of that deal, Toshiba believes. The plant will start operation in mid-1988, and will be capable

of producing 300,000 20-in coldur television sets a year. The order includes all the com-ponents extent picture inbed: The deal marks the first time that the Soviet Union has purchased a colour television plant from Japan.

According to Japanese executo boost its production of colour television sets from 3m units a year currently to 7m units a year by 1990.

### Japan group may make spring link-up

Jan. 85
3.361
13.8
8.439
7.4
Dec. 84
2.325
8.6
2.525
11.1
3.871
3.873
13.5
0.797
14.0
0.6.65
14.7
Oct. 84
0.505
14.7
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16.7
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Oct Barnes holds 40 per cent of the US spring market.

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This announcement appears as a matter of record only.

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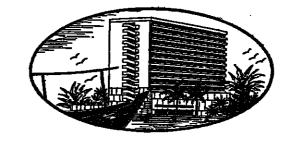
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# UK NEWS

# Government may extend iob-creation scheme

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outline the first results of a number of pilot schemes at a meeting of the House of Commons select committee on employment.

The programme is also winning support across different sections of the Conservative Party. Job Start was introduced at the beginning of this year with pilot studies in nine different parts of the country. In essence, it involves local employment offices making individual contact worker in the area.

ment of the pilots schemes, but the outlook. It is thought in Whitehall that the economic forecasts due results are extremely encouraging. In some areas more than 90 per cent of the long-term unemployed growth in 1987, with a fall in the inflation rate to close to 3 per cent. There is a growing feeling among office semior ministers, however, that the Government must be seen ment. Lord Young is expected to present proposals for its extension to the taking direct action to help the unemployed. Sir Geoffrey Howe, in the whole of the country in time for inclusion in the budget speech.

Mr Nigel Lawson, the Chancellor

Those individuals are then of of the Exchequer, has been unen-The GOVERNMENT is considering a big extension of its Tob Start' programme for the long-term unamployed as the central element in a package of job-creation measures for the budget next month.

The idea is strongly backed by Lord Young, the Employment Secretary. On Wednesday he is due to ordinate the first results of a number of fillet schemes at a meeting of the considering and job-creation of official job schemes. Last week too programmes, and the possibility of 200 a week will only begin to reduce the dole paying below £30 a week.

These individuals are then of the Exchequer, has been unentered details of the whole range of thusiastic about further extension of official job schemes. Last week to programmes, and the possibility of 200 a week will only begin to reduce the dole paying below £30 a week.

These individuals are then of the Exchequer, has been unentered to take whole range of thusiastic about further extension of official job schemes. Last week will only begin to reduce the dole paying below £30 a week.

The Department of Employment of Employment has yet to complete a full assession on his upbeat view of the economic outlook. It is thought in Whitehall in the initial that the accordance is provided to take work will only begin to reduce the dole paying below £30 a week.

Those individuals are then of the kinchequer, has been unentered that the should be conficial job schemes. Last week were supported out that two sets of measures introduced in the last budget if they are prepared to take work will only begin to reduce the dole paying below £30 a week.

The Department of Employment has been unentered the wind that two sets of measures introduced in the last budget if they are prepared to take work will only begin to reduce the dole paying below £30 a week.

# N-plant leaks 'larger than admitted'

THE DISCLOSURE this weekend uncovered as a result of an exhaustration clear waste disposal plant in Sellalowing protests by a physicist, Dr field, Cumbria, have been far larger than admitted seems certain to be a further extends to the Course. further setback to the Govern-

dioactive materials in 1954-55 may have been 40 times greater than has been admitted.

Preliminary calculations have suggested that the zisk of lenkaemsuggested that the risk of lenkaem-ia among children in the neighour-bood was about 2 per cent higher maker wastes and the operations hood was about 3 per cent higher than previously believed, although

ment's hopes of pushing ahead with a civil nuclear programme.

British Nuclear Fuels (BNFL), which operates the Sellafield plant admitted last night that leaks of radmitted last night have to be a conclusion. This shows that evidence given

> the nuclear authorities comes at a time of mounting public and politiof the Sellafield plant.

Although this recent leakage, during maintenance work on a pump, was said by the Health and Safety Executive to be a minor one, it caused a significant stir inside

This latest evidence of error by vironment committee of MPs is planning to publish a report in the next few weeks which will be deeply critical of the Government's poli-cy for nuclear waste disposal and the lack of professionalism in com-

# Oil forces industry

pened since the early 1970s.

With power station coal prices also under pressure, the prospect of cheaper gas illustrates the speed with which manufacturing industry, after a decade of recession, might start to benefit from the oil

So far, the British Ges Corpora-tion has shown no sign of abandoning its official forecast that its over

But although most of the growth ings sector, corporation was also counting on winning over industrial customers from oil or coal. This prospect is now obscured by the oil price fall. Its continuation could also affect the amount of money the Government would raise from privatising the corporation.

Oil prices have already fallen low enough to give several industrial sites second thoughts about switch-ing to natural gas from fuel oil, gas-oil or coal. A number of proposed

# down gas prices for

By Maurice Samuelson

THE PRICE of gas for many large industrial consumers in Britain has pegun to fall because of sharpening competition from oil. This is be-lieved to be first time this has hap-

The gas industry and some of its bigger customers have disclosed that in the past three weeks a number of major contracts were being renegotiated to take account of the lower prices of heavy fuel oil, gasoil and other oil products.

price collapse,

all sales might rise to 20hn therms by the end of the decade from the 1983 level of 17.3hn therms.

the figure is still small.

This weekend BNFL also disparison with practice in other conversion schemes have been countries.

### SOCIETA' PER AZIONI FINANZIARIA INDUSTRIA MANIFATTURIERA LIT. 200.000.000.000 Multiple Facility Lead Managed by The Chase Manhattan Bank, N.A. Monte dei Paschi di Siena Arab Banking Corporation Banca Nazionale dell'Agricoltura Banco di Napoli Bankers Trust Company Banque Paribas Cassa di Risparmio di Genova e Imperia Cassa di Risparmio di Roma Cassa di Risparmio di Torino Continental Illinois National Bank and Trust Company of Chicago Istituto Bancario Italiano Scandinavian Bank Limited Société Générale The Bank of Tokyo Ltd. The First National Bank of Boston Managed by Banca Toscana Chemical Bank Banca Antoniana di Padova e Trieste Banca del Friuli Banca di Messina Banca Popolare di Bari Banca Popolare di Parabita e Aradeo Banco di Santo Spirito Banque Indosuez-Italia Cassa di Risparmio di Carrara Cassa di Risparmio di Fermo Cassa di Risparmio di Lucca Cassa di Risparmio di Rieti Credit Commercial de France Credito Artigiano Credito Lombardo Istituto di Credito delle Casse Rurali ed Artigiane Nuovo Banco Ambrosiano UBAE - Arab Italian Bank Banca Popolare di Cesena Cassa di Risparmio della Provincia dell'Aquila Cassa di Risparmio di Tortona Manufacturers Hanover Finanziaria PNC International Italy The Sumitomo Bank Ltd. THE CHASE MANHATTAN BANK, N.A. MONTE DEI PASCHI DI SIENA

# Bidders prepare fresh moves on Imperial

BY TERRY GARRETT AND MARGARET VAN HATTEM

THE BATTLE for ownership of Imperial, the drinks, tobacco and foods group, is rapidly reaching a climax. Hanson Trust is preparing to raise its hostile offer and United Biscuits is frantically searching for ways to revive the agreed merger with Imperial that was blocked last week in preparation for an increased offer from Hanson which they expect today.

Third Biscuits also called a big of an Imperial commission.

Hanson has unfit Thursday to raise its £1.8bn bid which is being fiercely rejected by the Imperial hoard. Its terms are currently worth 45p below the defender's current and the distance of the combined group's point out inconsistencies in the flowever, Sir Hector Laing, United However, Sir Hector Laing, United However, Sir Hector Laing, United Steel, Liberal leader, in the logic of an Imperial/United in their advisers throughout yesterday in preparation for an increased offer from Hanson which they expect today.

United Biscuits also called a big for Imperial.

Those proposals are believed to include the possibility of a committed to dispose of part of Imperial's food interests as a way of avoiding the Hanson bid was given the dastry Secretary, amounced his de
However, Sir Hector Laing, United Government's approach to a number of recent bids.

However, Sir Hector Laing, United Government's approach to a number of recent bids.

However, Sir Hector Laing, United to the logic of an Imperial/United in their advisers throughout yesterday in preparation for an increased offer charman, remains committed to the logic of an Imperial/United on its head with United making a river for Imperial.

Those proposals are believed to include the possibility of a committed to the logic of an Imperial/United on its head with United making a river for Imperial was blocked lest week.

The Board Theorem and United Biscuits also called a big to their advisers throughout yesterday.

Those proposals are believed to include the possibility of a committed to the logic of an Imperial/United was to the Monopolies and Mergers Comm

worth 45p below the defender's cur-dustry Secretary, annou rent market price of 291p and the cision to refer the £1.3bn merger on

al's forecast of a 23 per cent rise in pre-tax profits to £290m for the year der crisps and KP nuts, although to October had been noted and a de-

THE BATTLE for ownership of Im- cision over a higher bid would be 4.3 per cent of the combined group's point out inconsistencies in the

Mr Martin Taylor, a Hanson di-larged group would have held about rector, said yesterday that Imperi- 40 per cent of the snacks market

pared to proceed in the face of Im-

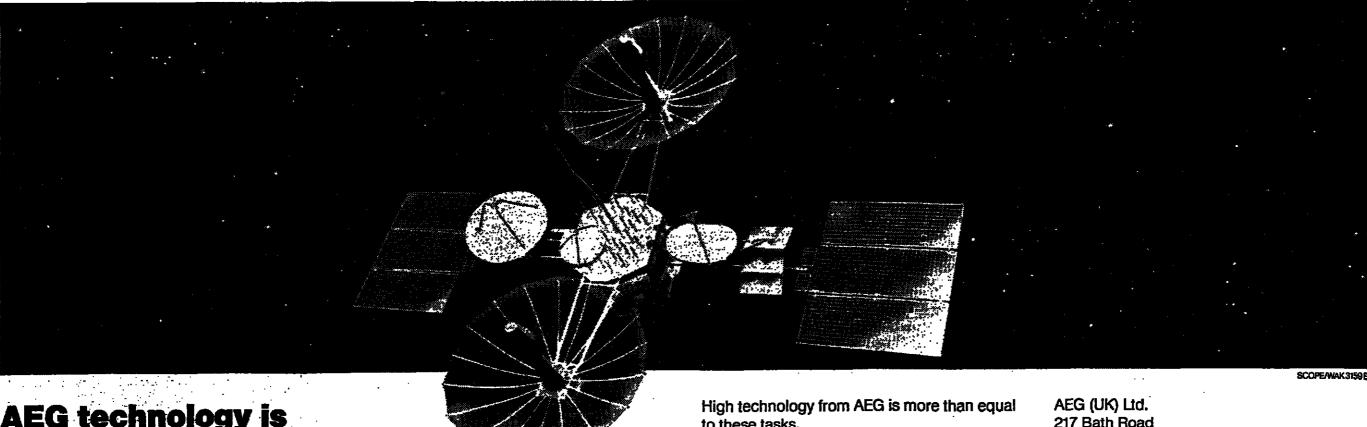
fair came under increasing criticism at the weekend from Opposition MPs, who have been quick to

Hanson's role in the Westland afing. Sir Hector is known to favour fair, in contrast to the bid for Plessey by GEC who were on the 'wrong side' of the Westland argument from the Government's point of view and tirus could be said to have

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17th February 1986.

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# Discontent in the legal profession

BRITISH LAWYERS have never had a good press and at present they are subject to a great hue andcry. "Radical" reforms called for by fusion of the two hranches, contin-gency fees, unrestricted price competition in advertising and new rights for non-lawyers to undertake

der threat of legislation, are in tur-moil, even conflict, over their rules, ices and remuneration. The Bar is posed to strike or sue the Lord Chancellor over fees. The Law Society bids for new audience rights and rushes out sub-commit-

ments) on reorganisation. But, while improvements are consures may be urgent, many of these proposals will not cure current evils and could create new ones.

aimed? First, that too much law is complex and obscure; second, that its procedures and institutions are too cumbersome, costly and slow; third, that the standard of justice and of legal services it not high enough. At face value those com-plaints may be impossible to disprove, but "too costly" or "too slow" political context and in that context alternatives and their costs must be

The law is, of course, complex; so are the relationships, aims and in-tortuous political process of legisla-terests of all the people and bodies tien. Whatever he does for a client, terests of all the people and bodies tien. Whatever he does for a client, advocates of fusion, American style which its business is to regulate, ia- a lawyer must predict what a court "payment by results" and so on,

What price lawyers, asks Anthony Woolf, senior partner in Freedman, a London firm of solicitors.

cilitate and moderate. A modern somands, rules and prohibitions need constant adjustment and subtle lim-

Similarly, legal procedures and institutions have taken shape over centuries of experience in res complex and difficult conflicts. A fair trial, a correct judgment, a predictable outcome, are all difficult things to achieve and impossible to guarantee. If we aim for them, we need rules governing, for duct of trials and the burden and standard of proof.

They need constant review and ment, but not mere simplification; the procedure of lynch mobs and kangaroo courts is beautifully simple and their "justice" is swift and cheap, but those virtues are dearly bought.

means nothing without a social and ally reach trial but ultimately all erns all legal work including the

would resolve if his work were put ciety cannot be governed by the to the test. On that depends his Ten Commandments alone. Com- client's success. Generally, his client wants something that the client of another does not or should tis and exceptions in order to draw the most useful and socially accept-able lines between conflicting every legal situation. For every winner, therefore, there is a loser who, not surprisingly, may begrudge his lawyer's fee whatever the quality of his service. Even a winner may

> Sometimes they will be right, because some lawyers (like people in other occupations) are more clever, more experienced, on better form or more determined than others. No law can create equal ability, although surveys have shown a high-er level of satisfaction with lawyers' services than might be expe

It is argued by some that solicitors' and barristers' incomes exceed themselves in work by creating artificial needs for unnecessary services. They are therefore accused of law, judge-made or statutory, is institutions and practices which de-what the courts say it is, and at-tempted anticipation of that gov-out which it is said, their incomes would fall while many of them would be out of work. On this basis,

seek to discount as inherently inval-id and self-interested lawyers' warnings that these practices would be against the public interest

But in truth, it is this generalisa-tion that is wrong-headed and often dishonest and self-interested. The campaign to break the solicitors monopoly in conveyancing serves above all, the interests and pocket of big financial institutions and, combined with crude price-cutting competition, will cause standards to plummet. Drumming up contingen-cy fee work generates litigation and inflates damages and the incomes of top lawyers and insurance com

Restrictions on the rights of audience, as Sir John Donaldson, the Master of the Rolls, has pointed out, are imposed to maintain standards in the public interest, not at all for the benefit of the professions; and of course, professionals adapt their systems of work and charging policies to changes in their working

Law and its administration constitute the indispensable frame-work of all social existence. Its forms are evolutionary, national and local, and cannot be transplant ed on isolation. The law is part of each human eco-system: its costs (which breed settlement and compromise) are part of each national economy. Any changes have imme-diate environmental effects and unless these are anticipated and evaluated accurately, they can be

Plessey wins

navy contract

PLESSEY, the electronics group has won a £20m contract to supply advanced 3-D surveillance radar

The Type 996 radars will provide automatic target indication to Sea

Wolf and Sea Dart missiles and will

be installed in all Type 42 destroy

ers, Invincible class aircraft carri ers and the new Type 23 frigates. First deliveries are scheduled for

James Blyth, managing director of Plessey, said: "In ousting GEC/Marconi from their position as tradi-tional suppliers of this type of naval

radar, we were able to draw on our

considerable export experience and

impressive research and develop-ment facilities to offer Type 996, an advanced radar which will give the

Royal Navy an outstanding in-crease in operational capability."

ating on the order, Sir

By Flona Thompson

systems to the Royal Navy.

later this year.

# Industrial pay rises still ahead of inflation By Philip Stephens, Economics Correspondent

PAY SETTLEMENTS in manufacturing industry appear to have edged down slightly in the last few months of 1985, but earnings are still running well ahead of inflation.

Provisional figures released to-day by the Confederation of British Industry (CBI), suggest that deals in manufacturing averaged around 6% per cent in the final quarter of last year, down from 6% per cent in the first nine months.

The Government believes that lower pay settlements in the next wage round will be crucial to maintaining inflation on a downward trend without further rises in the unemployment total. It recogn however, that there are likely to be

The sharp fall in the inflation rate expected over the next few months - the annual pace of price rises is generally forecast to fall to below 4 per cent from the present 5.7 per cent - should lead to more moderate wage demands.

There is official concern, however, that the expected boost to company profits resulting from lower oil prices and a more competitive sterling exchange rate could discou-rage companies from resisting large claims.

The Treasury is thought to be as-suming a modest fall in earnings growth in the economic forecasts it is preparing for the budget, but many independent economists are less confident

The CBI data do not take account of so-called wage drift, through which earnings are pushed up by overtime, bonus and other payments. Average earnings in manufacturing have been rising by about 9 per cent a year, while across the whole economy the rate of increase has been about 7.5 per cent.

With productivity gains running at around 2.5 per cent that points to a core inflation rate of about 5 per cent, significantly higher than in Britain's major competitors.

Companies responding to the CBI survey said that an mability to raise prices and low profits were the main contraints on high pay awards, while inflation remained the strongest upward pressure.

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in the form of lower leasing rentals. So, whether you lease or buy outright, with our money you won't be an April Fool. For more information, call Jim Hastie on 021-455 9221.

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The results of Liberty Life and Liberty Holdings for the financial year ended 31 December 1985

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# **UK NEWS**

# Austin Rover extends MPs increase political pressure lead over Ford as biggest car producer

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

UK CAR PRODUCTION

1,621

33.342

738

2.201 2.588

908,906 1,047,973

2,280 2,010

135

Source: SNOV? Monthly Statistical Review

Peugeot-Telbot

Motors/Veuxhall

AUSTIN ROVER increased its lead over Ford as the UK's leading car .-

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The biggest increase in output in 1985, however, came from General Motors, the Vauxhall group, whose UK car plants at Luton, north of Ford London, and Ellesmere Port on Merseyside gave their best produc-tion performance since 1972.

The other large UK producer, Carbodies
French-owned Pengeot Telbot, suffered another set-back, its export Relient contract to supply ear kits to Iran Rolls-Royce ran into problems again and output Ross. Others ns again and output of cars for the UK was at a low ebb while the company prepared to Total bring the new Peugeot 309 into production at the Ryton, Coventry, \_\_

Austin Rover's car output last so, GM's output in the UK in 1985 year was the best since 1979 and was the best for 13 years.

21.4 per cent ahead of the 1984 level According to statistics shortly to year was the best since 1979 and was the best for 13 years.

21.4 per cent ahead of the 1984 level According to statistics shortly to at 450,892. Although that is well be published in the Society of Molow Austin. Rover's achievement in tor Manufacturers and Traders' the mid-1970s, when its output was nearly 740,000 a year, the company has consistently remained ahead of sistently reached over 225,000 in the another. the mid-1970s, when its output was nearly 740,000 a year, the company has consistently remained ahead of Ford in car production.

For the past 10 years, however,
Ford has taken a hig lead in car
sales a position if has maintained
by importing from its continental
European factories about half the

cars it sells.

Ford's car production recovered last year by 16 per cent from the poor performance in 1984 when it was hit by industrial disputes.

Ryton.

Supplies of Iranian kits from the nearby Stoke, Coventry, plant are likely to remain subject to interruption, however, because of shortages

Both Ford and GM-Vauxhall have been under pressure from the UK
Government to produce more cars
in the UK and last year GM pushed
year from the 1984 total to top land The US group's car sales are running at record levels in the UK — Among the small and reach the best level since.

Among the small are running the small are running at record levels in the UK — Among the small are running to the running to the running the small are running to the runn

The US group's car sales are running at record levels in the UK.

hike Ford it imports about half its cars from continental Europe—and

GM expected to do even better.

But production of the new Astra

at Ellesmere Port took much longer than expected to reach scheduled the continent the longer with the content the 1870 cars a year than a special to reach scheduled. levels because of problems with the throughout the 1970s, still has some heavily automated equipment. Even way to go to recover lost ground.

# to prevent sale of BL divisions

BY KENNETH GOODING AND MARGARET VAN HATTEM

up pressure on the Government company. week to prevent the sale of Land Rover also denied sugges-

1984 1985 371,427 450,892 11,897 14,212 383,324 465,104 273,767 317,689 95,122 67,066 day appeared confident that the day but this is at their request. The sale of Land Rover and Leyland meeting was arranged some time Trucks could be prevented, just as ago. Unions wanted clarification of 1,813 the sale of Austin Rover had been the situation after the Government 38.378 stopped.

Meanwhile Tory MPs supporting sale to GM and that Metro-Camment are expected to increase pressure on the Government to come to the control of on the Government to cease talks. The Department of Trade and In-with GM and to concentrate on ne-dustry said yesterday that all orga-goriations with a number of UK or-nisations interested in Land Rover nisations that have expressed in- ; were being told to take up the matterest in the Land Rover company. ter directly with BL, the state-

Lonrho, the international trading owned parent group.

Lonrho, the international trading owned parent group.

Some attempts were made in the group, emerged at the weekend as the latest of these. Mr Paul Spicer, tho's chief executive, said he bear latest of these. Mr Paul Spicer, tho's chief executive, said he bear latest of these. Mr Paul Spicer, tho's chief executive, said he bear angue a management buy-out for a Lonrho director, yesterday conlieved his company could achieve firm the company had been significantly higher sales in the megotiating for the past three Middle East and Africa for Land whole of BL's loss-making commercial vehicle operations – except for the buy huminost. Trade and Industry to buy Land drive vehicles through its connecmid-1970s, last year fell by another

Hower.

However, the Land Rover man to be the largest motor distribution agement stremmously denied yester group in Africa.

Mover nas just come through a hectic four years during group in Africa.

Mr. Rowland added that Lord discussions aimed at thwarting the discussions aimed at thwarting the Stokes of Leyland, once chairman takeover by GM, the world's largest motor distribution which it has spent over £100m to complete the update and revise the Land Rover and Range Rover models to give them more appeal in wealthy, industrialised countries.

Mr. Fix-it, Page 8

LABOUR LEADERS and some Bedford and recently announced an UK, would act as adviser if Lon-Tory MPs are seeking ways to step agreed bid for the Lotus sports car tho's approach was successful. However, indications are that BL would not want to delay completion

BL's commercial divisions to Gentions that it would hold a ballot of of the deal with GM which now eral Motors (GM) of the US.

Mr John Smith, shadow trade
and industry spokesman and Mr
Roy Hattersley, shadow Chancellor
of the Exchequer, who are spearheading the Labour attack, vesterday ampeared confident that the day but this is at their attitude to
employees to test their attitude to
the possible acquisition by GM.

Union representatives will meet
Mr David Andrews, the BL executoe director responsible for the
commercial vehicle operations, tohave taken several months. Only strong pressure from the Government would divert BL from no sign that the Government is

heeding demands, including those from some Conservative back benchers, to "keep Land Rover British." GM was at first only interested i Leyland Trucks, which it wanted to merge with the Bedford operations in Britain. Bedford is in urgen need of new heavy truck model

and Leyland can provide them as i has renewed its range and produc tion facilities in a £350m investment programme since 1979.

the bus busine tions in those areas. Lonrho claims Land Rover has just come

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00663-00679	01519-01535	02942-02958
00854-00870	01733-01749	03797-03813
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01115-01131	02161-02177	04804-04820

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Dated: 17th February, 1986

# BA 'passes' test over sealed jumbo exits

BY LYNTON McLAIN

HRITISH AIRWAYS policy of seal-ing two emergency exits on its 747 Japan Aeronautics Board and 747 jumbo lets appears to have been "challengers airline perspanel" and response airline perspanel. British Airways said yesterday: This test would end the superficial

caped, but with only 11 seconds to ried out under the most stringen spare before the test would have conditions by Boeing has probeen ruled a failure. Some of the that evacuation procedures on British Airways (BA) crew suffered aircraft are to the same standard minor injuries, including abrasive as other aircraft types worldwide.

The final fate of the seeled doors on the BA fleet is to be determined by the US Federal Aviation Administration (FAA) and the UK Civil Aviation Authority (CAA) which are studying data from the test. At the nt it looks as if BA might be sealing the emergency exists which would have cost millions of pounds

would have cost millions of pounds and taken aircraft out of service.

The test was arranged to see if passengers and crew could evacuate a normal 10-door jumbo jet with two of the emergency exits sealed and with half of the remainstrate of retion. Hadron much the service when carrying a maximum of 130 when carrying a when carrying a maxim ing doors out of action. Under rules to spend about £14m to reinstate set by the FAA, passengers and the doors if the test had failed. This set by the FAA, passengers and crew have to evacuate the jumbo jet

Boeing the maker of the 747 jumbo jet said yesterday. Boeing is proaches and as the Government conducting a full review of the data

of foreign currency in Iran.

discussion of evacuation procedure ngers and crew es- on this aircraft type. The test car

The test was crucial to Britis be the only airline to have sealed emergency over-wing exits on its jumbo jet fleet, in order to smarte signed to have 10 emerge five on each side of the aircraft when carrying a maximum of 550

would have required considerable work, grounding the fleet just as



# There's more than one way to get a suntan in Spain.

Spain doesn't just mean summer any more.

You can get yourself an enviable tan here in the dead of winter, 3,500 metres up. In fact, at some of the Spanish ski resorts the sun gets so deliciously warm by midday that you can speed down the slopes in your t-shirt.

Winter sports in Spain have a few other peculiarities you'll like

In Sierra Nevada, for instance, you're only an hour and a half from the beaches of the Costa del Sol. So, on all but a few days of the year, you can ski all morning and swim all afternoon.

Then enjoy the apres-ski life in our restaurants and clubs, where

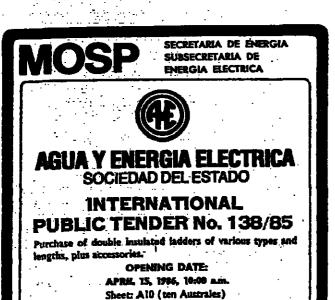
(in the finest Spanish tradition) you can party all night. But if the skier's life here is a sybaritic one, the skiing itself can be quite serious. The Spanish Pyrenees boast many a brutal "black" slope to challenge the expert.

One more bonus: you won't find Spanish ski resorts as crowded as some. Not so far, that is.

But considering the attractions, you'd better hurry.



Spain. Everything under the sun.



Ď Information, delivery of documentation: "Gerencia de Compras," Alsina 1418 - Planta Baja - Buenos Aires, Monday-Friday, 11.00 a.m. to 2.00 p.m. Reception and opening of the offers in the above address. ARGENTINE REPUBLIC

# **UK NEWS**

Margaret van Hattem maps the rise of Labour's John Smith

# Mr Fix-it moves to centre-stage

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markable House of Commons per- of cabinet government. formances, outshining not only his own party leader but also Mrs Margaret Thatcher, the Prime Minister, Mr Leon Brittan, the former Trade high tyoung men from whom the and Industry Secretary who resigned during the Westland affair;
and Mr Paul Chamon, his
successor.

Mr Smith, a lawyer by profession, arrived at Westminster in 1974 Labour MPs have not been so

modation with the left." He is also far too sensible to ad-

"but not insenely so - I look for- would be the first step towards po-

last year.

IT CANNOT be easy, if your name is John Smith, to convince others that you are remarkable. No one That is an ambition certain to be

John Smith has yet become fulfilled providing the next Labour cabinet is formed before the turn of In recent weeks, however, there the century. Only five of the preshas been a lot of muttering around ent shadow Cabinet have any cabiwestminster that the Mr John net experience and of those, Mr Smith who is Labour's trade and industry spokesman might be the Mr Peter Shore may not remain in irst to do so. politics long enough to serve in the The reason he is at present the next Labour cabinet. That would politicians' flavour of the month is leave Mr Roy Hattersley and Mr quite simply that the Westland and BL affairs have supplied the opportunity for him to turn in some releaders with any direct experience

Labour MPs have not been so with some very definite ideas. One, cheerful in months. Even the far- as he later confided to a friend, was left Campaign Group concedes that that the beauty of the British politihe would made a good leader be-cal system lay in its ability to pro-cause he is not stupid - and sensi-duce a House of Commons that was ble enough to make his own accom- a truly representative cross-section of the British people.

Another of his definite ideas was

mit to any ambition to be Labour that any job as Scottish minister, leader. He is, he admits, ambitious particularly a Scottish legal officer,

dering if he would ever be offered

another job.

Eight months later he was appointed junior minister at the Energy Department, working first with Mr Benn, whom he particularly admired. Mr Benn, he says, was "in his teacher and leader phase – he was very good at delegating, and those were very heavy days." Mr Smith quickly established a reputation of the party, he is probably say in the party, he is probably as in the party, he is probably as accordable than most across the party and one was very good at delegating. was very good at delegating, those were very heavy days." Mr Smith quickly established a reputabase in the party, he is probably more acceptable than most across tion for being able to master a com-plicated brief quickly and to steer legally complex legislation through

ment and industry, he has never with the private sector, co-ordinat-quite shaken off the image of a low profile, behind-the scenes man -et-

litical oblivion. He declined the first for not being good at publicity," he job offered to him, that of the Scotish Solicitor General, in 1970, wongert a lack of aptitude for fraud or

He has also stood aside from the

the broad spectrum.

Right now, he is concentrating on getting Labour's policies on trade and industry - particularly in rela-tion to nationalisation - into shape Parliament more effectively than most - a reputation consolidated in his next job, working under Mr Michael Foot on devolution. He also While committed to make the committed to established a reputation as a for-midable arm twister and behind-ownership of utilities, essential ownership of utilities, essential monopolies such as steel, and the Despite his rapid rise since then defence industries, he believes the as Trade Secretary and shadow sec-role of the state elsewhere in indusretaries for trade, energy, employ- try should be as a flexible partner quite shaken off the image or a row profile, behind the scenes man – efficient, intelligent, conscientious, tives or simply acting as a catalyst.

But he sees the universities, not see the universities, not see the universities, not see the universities.

fire.

This, he says, is largely his own fault "My friends often criticise me where the argument must be won.

# **Europe to gain \$20bn** on reduced oil imports

BY MAX WILKINSON, RESOURCES EDITOR WESTERN EUROPE stands to gain oil imports. In each case the cost of

about \$20bn in reduced oil imports imports would fall by about \$9bn in because of the recent fall in oil a full year if the oil price were \$20 a prices, Dr David Lomax, economic barrel on average this year comadviser to the National Westmin-pared with \$27 in 1985. ster Bank predicts today.

West Germany would gain by
In the bank's latest International

88.8bn and France, \$3.5bn. Saudi ster Bank predicts today.

Review he says the total transfer Arabia would experience the largfrom oil producers to consuming na-tions could be about \$50bn in 1986. (\$4.2bn) and then Nigeria and Ven-His calculations are based on the ezuela (both \$3.5bn). These estiview that oil prices will stabilise at mates assume production would be about \$17 to \$19 a barrel compared unchanged at 1985 levels.

with an average spot market price
of \$27 a barrel for Arabian Light
to stimulate growth and to ease inflationary pressures in the industrial The two other possibilities, which world, he says.

he thinks are less likely, would be a In a separate "UK Economic Outrecovery of oil prices later this year look," Dr Lomax says that the as the Opec cartel regroups, or a short-term impact on the UK will be further collapse after a complete in reducing the scope for tax cuts, breakdown in discipline among oil but improved economic prospects in the developed world and inc Japan and the US would be the UK competitiveness shoulargest gainers in terms of reduced substantial trade benefits.

# Nuclear laboratory lands Star Wars contract

BY DAVID FISHLOCK, SCIENCE EDITOR

The Culham Laboratory, part of from the Strategic Defence Initia-the UK Atomic Energy Authority, tive Organisation (SDI) in Washing-has negotiated a contract it expects ton. Culham's beam sources are alto be worth up to £1.5m a year for ready close to what they need, they the next four years to design a way say of generating a very bright and conof generating a very bright and con-tinuous beam for a potential space ticle beam will prove a lethal space

Laboratory in New Mexico to defected by the earth's magnetism. It sign and test at Culham, near Oxsign and test at Culham, near Oxalso delivers its energy deep inside
its target.

Culham has already demonstrated
that such beams are unaffected by
magnetic fields, by Taylor Swork for The

effectively will be a very large ver-rus) nuclear fusion project in using sion of the old fashioned radio such beams to superheat the JET valve, emitting a pencil-fine shaft of experiments. They have also shown protons and then to neutralise that such beams can cause imthese protons.

BRITAIN'S NUCLEAR industry A very bright beam of this kind has won a Star Wars development could have a dual role in a future space defence, say senior scientists

weapon at very long ranges, be The British scientists will co- cause it will remain finely focused operate with Los Alamos National in the vacuum of space, and is unaf-

Culham's role is to design what European JET (Joint European To-





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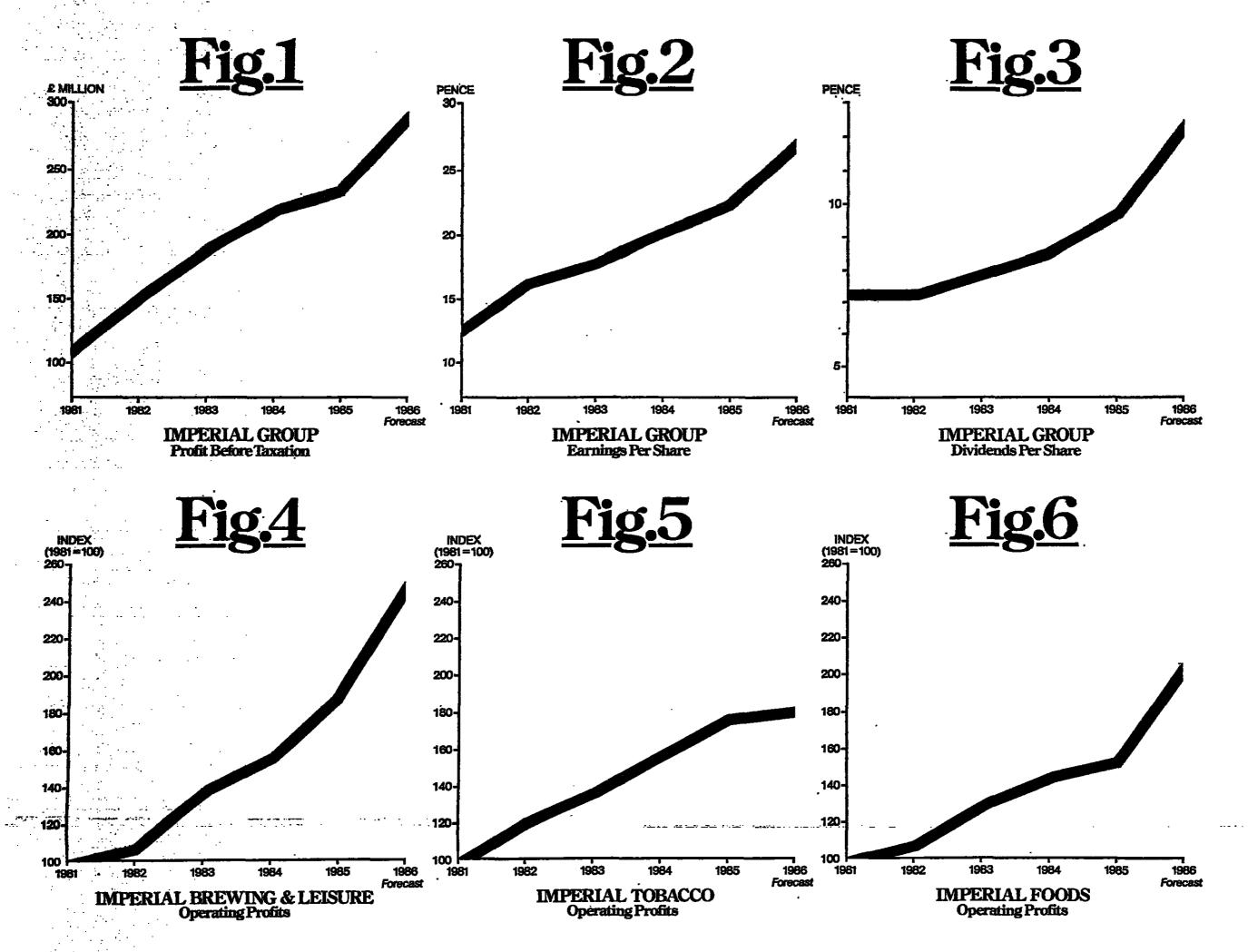
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regions.



# Imperial in 1986: we thought you should see the figures.

Imperial, commentators agree, is a blue chip company. But what does that mean?

This is what Webster's says it means:

"A stock issue of high investment quality that usually pertains to a substantial well-established company and enjoys public confidence in its worth and stability."

"A consistently successful and profitable venture or enterprise."

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Imperial invests: in brands, new brands, new

markets, people, production, training, incentives, distribution, development.

Over the last three years, our capital investment alone has amounted to £448m.

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For 1986 and beyond, we shall continue to invest: whatever it takes to make our businesses more profitable and our company more valuable.

This is the blue chip way.

This is the Imperial way.



### Architecture/Colin Amery

# Social and optical awareness

I believe it was Patrick Leigh Fermor who, when he was writing about Roger Hinks, first writing about Roger Hinas, first used the expression "ruthless optical awareness." It describes well the kind of sensibility that is needed to look at architecture and cities. Such ruthlessness has to be learned; it is acquired by looking at a such that the sensition could be a buildings. paintings, sculpture, buildings, landscapes and cities not as artefacts but as areas where reality and imagination meet.

Why ruthless? Because when looking at anything you must choose to accept or reject its different elements—its composi tion, its finish, or its materials; you have to be prepared to nake judgments.

One of the problems with architecture is that the judgments which affect the quality of design and the quality of life are made too often by untrained eyes, by eyes more experienced in scanning the balance sheet then the drawing

These thoughts are prompted by two unrelated events. One is a small exhibition at the Fine Art Society in London until the end of the month called The World of Mary Ellen Best. She was an amateur artist wip painted the world she lived in during the first half of the 19th century in intimate and moving detail. The second is a discussion paper prepared for the Depart-ment of the Environment by the developers' interest group known as the Property Advisory Group. Rejoicing in the allur-ing title Town and Country Planning (Use Classes) Order 1972 Report: this is more interesting and important than it

Where these two events are connected is in the area of awareness. The DoE is con-sidering a change in the rules

There is little sign here of any awareness that cities are about anything other than making profit.

The world of the 19th century lady painter Mary Ellen Best shows in a quiet way those domestic virtues that lead to harmonious and civilised life. She painted the interiors of her homes in Yorkshire and the houses she lived in during the three continental tours she centres of our cities? In central made before she married and London the last few residential settled in German. Her liking streets and Georgian squares for cities as places both to live will become offices occupied by



"A Summer House, near Fulda," by Mary Ellen Best

work in shines through her pictures. As well as her lodgings she painted the interiors of German museums and churches, Dutch markets, religious processions and the world of domestic servants.

These watercolours can tell the historian about the furni-ture, fabrics and organisation of the early 19th century home. Where these two events are connected is in the area of awareness. The DoE is considering a change in the rules that determine how buildings are used so that "modest businesses" can be carried on in family houses (employing up to five people), shops can more easily become offices and churches can become dance halls without planning permission.

There is little sign here of the early 19th century home. But they also speak of life in the city with poignancy and the residential conservations from the cease-the city with poignancy and the city with poignancy and the city with poignancy and the residential conservations from the cease-the city with poignancy and the city with poignancy and the city with poignancy and the residential conservations from the cease-the city with poignancy and the city with poignancy and the city with poignancy and the residential conservations from the cease-the city with poignancy and the sees the city merely as so much plant with which to produce an

> The planning rules of this country have become absurdly complex and they are fre-quently open to abuse and manipulation by special interest groups. If the Use Classes Order reform does become law, what will happen to the remain-ing few residential areas in the

income?

commuters. The centre will be even more dead than it is now. Why not allow a parallel change that will encourage people to live in city centres—to go shopping, have babies, walk in the park and create communities

There are some arguments for changes; one of them should be to defend the residential conservations from the cease-

Planning rules which so sely affect our lives must be locked at far more objectively than they are at present. All architectural matters demand both social awareness demand "ruthless optical awareness"; planning is too important to be left to surveyors and deve-lopers; it is 38 much the con-cert of the artist and the architect. While beauty cannot be legislated we can be spared the estate agent as the sole inspira-tion of our urban environment.

### Jonathan Burrows

### Clement Crisp

On Saturday afternoon Jonathan Burrows appeared at Covent Garden for the first time as Widow Simone in La Fille mal gardée. There was much to admire about this debut in a role which I have found remarkably short on either humour or charm in recent years at Covent Garden. The part is not easy. It treads quick in accents as one could The performance was led by two bright young artists as Lise and Colas. Karen Paisey is a pretty dancer. Movement is light, easy; the outlines of the choreography, as of her elegant feet, are clear, and she The part is not easy. It treads brings to Lise a sunny and a narrow path of travesty playing which should never degenerate into a "drag" display of innocence in the second act flaunted outrage and pantomine grotesquerie.

Bruce Sanson looks very boyish.

Stanley Holden's great origi-nal was clearly a dance-actor having huge fun as a bossy and independent mother. Ronald Emblen, David Bintley, the best interpreters since Holden, have in their own happy ways mined this same vein of comedy, and from his first appearance it is clear that He avoids the exaggerations that are a cheap way to laughs, for there is, as the armature of Fille's action, a good sense, an understanding of moral pro-prieties as in Molière's come-dies, which must not be carica-

So Mr Burrows' Simone is a brisk old dear (as who wouldn't be, with Lise as a daughter!), essentially good-natured, and as essentially good-natured, and as nimble as one could wish. With his understanding and love of folk-dance, with a dramatic in Fille at the Opera House now range that encompasses roles as diverse as the Nutcracker's eponymous hero, whom he makes both dashing and sensitive, and the mad doctor of Different Drummer, Mr Burrows has taken the first bright seps to claiming Simone as his seps to claiming Simone as his something too fussy, but the the sparkle of its choreography second act was very sure in effects; the clog dance was as the heart, as it should.

It must be said, though, that the generality of interpretations in Fille at the Opera House now look as if the company were patronising the ballet rather than interpreting it full-out. Certain performers—not least Lise's friends—give the impression that they are doing us all an enormous favour by appears supported by appears in the the sparkle of its choreography and the genuine warmth of its effects; the clog dance was as

# Not About Heroes/Cottesloe

### Michael Coveney

Stephen MacDonald's play about Siegfried Sassoon and Wilfred Owen has been knocking around for a few years since surfacing on the Edinburgh fringe; it pops up in the Cottes-loe partly because Mr Mac-Donald is a member of the Ian McKellen/Edward Petherbridge NT company, partly because there is always an audience for this sort of genteel theatrical parlour game.

MacDonald, who plays Sassoon, recalls his first meeting with Owen (Simon Dutton) in the Craiglockhart War Hospital and he still has that coltish air to his dancing which we noticed at his Ballet School matines debut in this role five years ago. There has latterly come ar. in 1917. He does so from the vantage point of 1932, tweedy and reminiscent in his country appreciable strengthening of his technique. Steps, lines of movement are more firmly and house Memoirs vein. The gist is that he fell for, encouraged, is that he rell for, encouraged, loved and lost the younger man whose genius he was quick to recognise and keen to promote. Owen knows he is neurotic but movement are more firmly and securely drawn, and the gangling days of mere promise are gone. In matter of acting he gives an innocent grace to claims to be no longer neuras-thenic. After recuperating from shell-shock, he wants to go back hero of the first performance, had a demi-caractère energy in the role; Mr Sansom, delightfulto the front. War is his business.

Sassoon's feelings of disgust and pacifism are confused with a selfish obsession, but love never dares speak its name. aristocrat strayed from Le Peti: Trianon and its dairy. But the Devotion is fuelled and flusrole is alive, and the affection betwen the two lovers touches Devotor is fitelled and fus-tered by the impetuous, charm-ing letters of Owen on poetry and the War that MacDonald has skilfully woven into his text; they see off the gruff intervention of Robert Graves ("the sort of man you like better when he's left the room") and fortify the afflicted Sassoon who, in the later stages. after the head wound, turns into a rather fussy old dear in a bath chair.

London Symphony Orchestra

at the Barbican this month

constitute the Nikon-Rozbdest-

vensky series. Gennadi Rozh-

sion he brings to his concerts. On Thursday the second of

platform manner, keeping the

the development, which was given more than its usual signi-

In the Violin Concerto the



Stephen MacDonald and Simon Dutton

We hear, of course, plenty for good poetry. "Anthem for Doomed Youth" never sounds less than a truly great poem to the matter of a teatime radio stage table of papers and books.

and the just amendments Owen play. It is indicative of Michael made are incorporated into one Simpson's production of hushed of the many tutorial têtes à librarary tones and name-drops tête. This style of dramatic that the fatally wounded Owen, that the fatally wounded Owen, wrapped in a red blanket at the Sambre Canal, should be obscured from view by a down-

# Mötlev Crüe/Hammersmith

### Antony Thorncroft

line in umlauts, in controlled on-stage explosions and in ver-bal abuse, but underneath the make-up and the rude gestures make-up and the rude gestures gent pop..millionaires, anxious to finish this world tour so they can get home and bath the kids. gent pop millionaires, anxious to finish this world tour so they and then tearing back again. But then Mötley Crue can get home and bath the kids. For some reason American heavy metal bands just cannot match the loutish, music murdering, slobbiness of their murdering, slobbiness of their Hammersmith Odeon to turn up to British rivals: I think they are the volume during the performance in some like "Louder Fifth Symphony. On Thursday the second of the series was devoted to Sibelius. Old recordings for Melodiya are testimony to Rozhdestvensky's long-standing sympathy for the composer, able to shape and articulate the miniatures of the Pelleus and Melisande Suite as much as the North of the series was devoted to Sibelius. Old recordings for Melodiya are testimony to Rozhdestvensky's long-standing sympathy for the composer, able to shape and articulate the miniatures of the Pelleus and Melisande Suite as much as the North of the series was devoted to Sibelius. Old recordings for Melodiya are testimony to Rozhdestvensky's long-standing sympathy for the composer, able to shape and articulate the miniatures of the Pelleus and Melisande Suite as much as the North of the North of the series was devoted to Sibelius.

encourage sleep. Their act conrespectable—singer Vlnce Neil
tains more cascading fireworks wears his codpiece back to
and leaping tongues of fire than
you expect outside a GLC carniably vibrato) and guitarist
val, and there is a particularly Mick Mars can make his instrugood moment during the drum ment sound really nasty. Any-solo of Tommy Lee when his one looking for a comfortable kit, along with Lee, moves to shock should be well satisfied.

Motley Crue, a four-man band the front of the stage and then from Los Angeles, have one rises slowly to an almost versimple, childlike, ambition—to tical position. OK, so he is be the loudest pop group in the strapped in but this act of world. At one time they also suspension manages to enliven wanted to be the nastiest; det he dreary obligatory drum spoilers of virgins, saviours of solo. He must learn, however, the drink industry, public reto catch some of the drum lations consultants to the devil, sticks he tosses, with misplaced but really the evil just is not bravura, into the air.

there. They might have a nice Lee is the busiest member of the band because it per-forms without a keyboard player: he is constantly dash-ing down: the steps from his elevated postern to bash the keys and then tearing, back

Colas which is very touching. David Blair, stalwart young

in his sincerity as in his charm looks rather more like a young

the heart, as it should.
It must be said, though, that

too hooked on the US virtues ance in songs like "Louder of business success and the than hell," they did not cross commercial lure of playing to a mass audience. California can only be pseudo punk.

Even so Mötley Crue do not groonyrees sleen. Their art con-

"Orphans" by Lyle Kessler

Trevor Nunn to direct 'Chess'

soloist was Henryk Szeryng, now an infrequent visitor. His technical finish and incisive tone were as formidable as ever, shaded a little only when Rozhdestvensky failed to curb the orchestral brass, but other-Trevor Nunn, joint artistic director of the Royal Shake-speare Company, has taken over the direction of Chess following Michael Bennett's withdrawal. The show, produced by its creators Tim Rice, Bjorn Ulvaeus and Benny wise delivering the concerto with iron-clad assurance. With joint production of Hampstead Theatre and Steppenwolf Theatre, Chicago, it is directed by Cary Sinese and designed by the Shubert Organisation, with Robert Fox and the Shubert Organisation, will open at the Prince Edward in the finale. When expression was applied it came on an un-

# Rozhdestvensky, Downes/Barbican

### **Andrew Clements**

convincing broad brush, point- that essays it under close making of a coarseness that scrutiny. The BBC Philharconcerts with the convincing broad brush, pointquite disrupted the sense of the main cadenza. Yesterday afternoon the BBC Philharmonic Orchestra, under its principal conductor Edward

destvensky now seems to concentrate his London appearno doubt that the partnership
is mutually beneficial: the
orchestra responds well to his
kind of inspirational direction
testing a principal conductor Edward
concentrate his London appearDownes, made its debut at the
Barbican. Although a regular
no doubt that the partnership
is mutually beneficial: the
harmonic is otherwise rarely
orchestra responds well to his
kind of inspirational direction
treatments as a principal conductor Edward
here. kind of inspirational direction and relishes the sense of occaevidence it should return as frequently as any of the other orchestras based outside the capital. Under Downes it has been welded into a secure, highly responsive unit, quite capable of handling the most demanding scores, as its recent recording of Maxwell Davies' Third Symphony had already of the central ones.

demonstrated.

Here Elgar's

have wished for more operatic opulence in "Messalina" to underscore the satire further, but could not have faulted the unfussy way in which the baffling Prologue and almost

monic emerged from the test with high marks, as most cer-tainly did Downes. His stock as both a conductor of opera and of complex contemporary works is such that one some-times forgets how comprehending are his performances of the late romantic symphonic repertory. He presented the Elgar symphony not from the English viewpoint of the Boult-Barbirolli school but simply as part of the mainstream European tradition, an expression pean tradition, an approach to which it responded magnificently, with a clear-sighted path through the first movement and finely graded climaxes in both

In the Elizabeth Hall on Friexpect the machine-like inexpect the machine-like inevitability of the symphony's One of the happiest results of
finale to appeal to his laconic the renewed interest in concertos to their tally, the D Britten's early music since his major K.451 and E flat K.482. movement on course with a death has been the rehabilitation of the shrug here, a flutter of the hands there; less predictable was the precisely judged power with which the first movement was charged, its weight pivoted about the remote, lingering bassoon solo in the development, which was given more than its usual significant was the soloist. A pedant might lines incisive. Heather Harper when soloist and orchestra was the soloist. A pedant might struck sparks of unalloyed creativity from each other. But there was also a measure of unsettled playing from Miss Uchida, particularly in the first two movements of the D major, and some coarsely balanced woodwind at crucial moments equally opaque Epilogue were woodwind at crucial moments delivered, nor the nimble in both works, suggesting that vividness of "Rats Away!" the interpretations still needed In the Barbican, Elgar 2 is time to gel, and perhaps some a big, potentially overwhelming performances in a less pressur-experience, putting an orchestra ised, high-gloss setting.

# BBC Singers/St. John's, Smith Square

### David Murray

On Friday the BBC Singers, ritualised patterns of their own, many-voiced post-tonal harmony

conducted by Simon Joly and always creating an astonishing — not contrasted often enough, perhaps, with anything simpler — tended to blot in the ripe St massive modern choral pieces. One was Hans Werner Henze's with Birtwistle's inspired fan-cantata after Giordano Bruno, fares for the National Theatre lenty focused, nor maybe even lent in wing.

impact of the piece is so specifically aural as to resist verbal description. On the surface the choral incantations seem continuously dense and simple.

Novae de infinito laudes had its attractive: Sarah Leonard, with the three instrumental groups — high, low and "punctuating" — sometimes offering It is an opulent score, and its attractive in declamation.

Ameral Ginson, Martyn Hill and Peter Savidge were equally fervent in declamation.

### American play at Hampstead

will open at the Hampstead Theatre on March 11 with Albert Finney, Kevin Anderson and Gary Cole in the cast. A

Theatre on May 14.

### Prints and drawings **Antony Thorncroft**

The department of prints and during the Christie's auction. drawings at the British Museum has come up with the perfect answer to those who questioned its judgment in turning down 70 Old Master drawings offered by the Duke of Devonshire, It was offered the Chatsworth drawings for £5m; they were subsequently sold at Christie's for over £21m.

The museum has mounted an exhibition of some of the prints and drawings that it has collected in the past five years, and the 200 odd items show just what can be acquired in this area with modest funding. The BM did not have the cash available to buy the Chatsworth drawings. Its purchase grant this year is less than £1.5m for the whole museum.

But, because of international goodwill towards the depart-

Also on show is the one drawing from Chatsworth which the BM did manage to secure in a deal after the sale: a Rem-brandt pen and ink of the Amstel, the finest Rembrandt landscape in the museum. Although it is probably the best collection of prints and drawings in the world, it has had weak areas. The exhibition

reveals how these have been plugged. The 18th century French collection has been brench collection has been boosted with some delightful colour prints by Boucher; the Pre-Raphaelites were of top quality, but limited in number and have been enhanced by Rossetti's first Arthurian water-colour, Arthur's Tomb, and a most unusual drawing by Millais of a boudoir confrontation which reeks of entirism Millais of a bondoir confronta-tion which reeks of eroticism; the 19th century German works have been improved with some Overbeck; and there have been important additions to the 18's century rococo.

The most appealing gains have been a rare Sir Peter Lely portrait of a girl' the Sampel

tors, tax incentive deals with vendors, and favours from dealers. The show of recent acquisitions, which can be seen until May 4, reflects the variety of the sources.

Of particular interest is a monotype by Castiglione which the Duke of Devonshire, mindful of the broubaba over his drawings, first offered to the BM when he decided to sell some prints last year. Entitled Theseus Finding the Arms of his Father it is one of the most important items to enter the collection in many years. The BM will have paid much less than the £345,600 which secured another monotype which could be Sadlers Wells.

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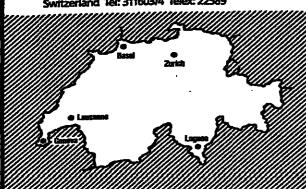
# EUROPES BUSINESS NEWSPAPER

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# Arts Guide

Music/Monday. Opera and Belief/Tuesday. Theetre/Wednes-day. Exhibitions/Thursday, A selective guide to all the Arts ap-

pears each Friday.

### PARIS

Music

osemble Orchestral de Paris: Bartók, Stravinsky (Mon), Auditorium de la Sacem, 225 ave Charles de Gaulle. Neully (45828757).

Katia Ricciarelli recital (Mon). Théa-tre de l'Athenée (47428727). Tatiana Nikolaevna, piano: Bach, Beethov-en. (Wed). Salle Gaveau (45632030). rchestra de Paris, conducted by Mi-chel Tabachnik, Ana Bela Chaves, alto: Besthoven, Bartók, Dutilleux (Wed. Thur). Salle Pleyei (45810630).

entsistav Yankoff, piano: Beethoven. Chopin, Ravel (Thur). Selle Gavean

### TALY \_

Milan: Teatro alla Scala: Bernd Welki (baritone). (Mon) Box office: 309 126. lanles: Teatro san Carlo: Michele Campanella, piano. Bellini, Wagner, Mozart and Gouned (Mon). (418288). Monfalcone: Tentro Comunale: Pergulesi's Stabat Mater and sonatas, Clemencic Consort conducted by Rene Clemencic. (Thur) (470470).

Rome: Teatro Olimpico (Piazza gentile da fabriano): improvisations and divertissements by the planist Isaac Steiner and the David Short brass ensemble (Wed). (393304).

oma: Oratorio del Gonfalone (Vicolo della Scimmia 1/B – Via Giulia): Sograno Ioana Bentoin accompan-ied by Jean Francois Antomioli, Faure, Schumann, Debussy and Ravel (Thur), (655952).

Rome: Teatro Brancaccio (via Merulana, 244) Orchestra of St John's Smith Square, conducted by John Lubbock. Brahms (Wed). (730202).

# Anditorium via della Cenciliazione: Norbert Balaisch conducting, Sergio Perticaroli, piano. Prokofiev, Morta-ri and Händel (Mon and Tue). (6541044).

### LONDON

Dmitri Alexeev, piano. Chopin. Queen Elizabeth Hall (Mon). (9283191). Bach Choir and Philiarmonia Orchestra, conducted by Sir David Willcocks with Ann Mackay sopra-no. Bruckner Mathias and Patter-

son. Royai Festival Hall (Tue). (9283191). Reyal Philharmonic Orchestra, conducted by Michael Tilson-Thomas; with Dmitri Sitkovetsky, violin, Beathoven. Barbican. Hall (Wed), (638 8891).

London Symphony Orchestra, con-ducted by Gennadi Rozhdestvensky piano. Debussy, Ravel and Stravin-sky. Barbican Hall (Thur). Philharmonia Orchestra, conducted by Andrew Davis, with Felicity Lott, soprano. Britten and Elgar. Royal Festival Hall (Thur).

wasterdam, Concertgebouw. Edo de Waart conducting the Netherlands Philharmonic. Keuris, Buckner (Mon). The Concertgebouw Orches-tra under Hans-Vonk, with Dmitri Alexcev, piano. Mendelssohn, Pro-kofiev, Debussy, Ravel (Wed, Thur). Recital Hall: Schubert piano recital by Imagen Cooper (Mon). Guy de

# Mey, tanor, and Raphaella Smits, guitar (Tue). Gahrieli String Quartet (Wed). (718345).

of St Martin-in-the-Fields led by Io-na Brown. Händel, Viveldi, Shostak-ovich, Tchaikovsky (Mon). Recital Hall: Piet Veenstra, piano. Schubert, Beethoven (Thur). (142911).

Utrecht, Vredenburg, Edo de Waart conducting the Netherlands Philharmonic, Keuris, Bruckner (Wed). The Rotterdam Philharmonic under James Conlen, with Roberta Alexander, soprano; Jard van Mes, contraint; and choir. Copland, Mahler Churt (214544). (Thur). (314544).

# Madrid: Chamber music cycle at Tea-tro Real, with Spanish Chamber Or-chestra accompanied by Steven Dann, viola, Rarber, Bloch and Told-ra, Plaza de Oriente 4. (Tue), (2419739).

SPAIN

Madrid, Mozart Cycle at Penndation Juan March: Trio Mompou, Castello 77. (Wed). (4354249).

# Hagen Quartet with Eduard Brunner, clarinet. Beethoven, Weber, Schu-bert. Konzerthaus, Schubert Saal, (Mon and Wed). Kaura Ozaki, piano. Mozart, Schubert, Schumann, Chopin, Bösendorfer Saal. (Tue).

Fienna Syumbany Orchestra, conduct-ed by Heinz Wallberg, with Jan Pos-pichal, violis. Rubin, Beethoven, Musikwerein (Wed and Thur).

### **NEW YORK**

### New York Philharmonic (Avery Fisher all): Zubin Mehta con Yo Ma, cello. Elgar, Bruckner (Tue). Lincoln Center (8742424).

Carnegie Hall: Earl Wild plano recital Liest the Transcriber, a programme of Bach-Liszt, Beethoven-Liszt, Ver-di-Liszt, Schumann-Liszt, Chopunurlaszi, oczumann-Liszt, Chopin-Liszt, Wagner-Liszt, Paganini-Liszt (Wed). (247 7459).

National Symphony (Concert Hall):
Andrew Litton conducting; Shura
Cherkassky, piano, and Women of
the Oratorio Society. Gershwin,
Tchaikovsky, Holst (Tue); Leopold
Hager, conductor/organist; William
Steck, violin; Rudolph Vhrsky oboa.
Händel, Mozart, Bach, Mendelssohn
(Thur). Kennedy Center. (2543776).

Orechtra Hall: Montagnana Constr hechtra Bati: Montaguana Consort.
Bach, Schumann, Dvořák (Wed,
5.45); Chicago Symphony. Leonard
Statkin ecoducting; Cho-Liang Lin,
violin. Fine, Bruch Nielsen (Thur);
Chicago Symphony Chorus and
Glen Ellyn Children's Chorus. AllBritten morranme. (Thur). programme.

### TOKYO

Tise Vienna Octet: Mozart, Schubert. Shinjuku Bunka Centra (Mon). (571 1689).

The Beston Symphony Orchestra, conducted by Setji Ozawa. Bartisk, Beethoven. Hitozni Memorial Hall, Showa Women's College, near Sangenjaya. (Tue). (571 1689).

# Feb 14-20

ment, it can improve its collec-tion of around two million items through gifts from artists, such through gifts from artists, such as Henry Moore and Ronald Searle, bequests from collectors, tax incentive deals with vendors, and favours from dealers. The show of recent acquisitions, which can be seen until May 4, reflects the variety of the sources.

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\*The Engineer Magazine 9.2.84



# **FINANCIAL TIMES**

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Monday February 17 1986

# An oil-fired yen for yen

into that magic, virtuous circle where even its disadvantages to investors, such as Japan's low only as rurtner evidence of the minor direct to the country's currency's intrinsic strength. The development has dealt a further blow to the image of Japan in the 1970s as a country worryingly dependent upon a flow of energy and raw materials from abroad.

Within the last year there has

Within the last year there has been a remarkable re-assess-ment of the yen's value, with its long-awaited impact on the international competitiveness of international competitiveness of Japanese industry. In April and May last year the US dollar purchased Y250. In September, when the US Government decided to throw its weight against the overvalued dollar, that figure was still Y240, though already sliding. Since then it has moved steadily downwards to Y 182 at the end of last week.

exchange rate that gives equal purchasing power in the US and Japan throw up figures in the range Y190 to Y200 to the US dollar. But the fact that the yen may now, at last, be mildly overvalued in terms of its buying power. is probably irrelevant to its equilibrium exchange rate. This rate now has to cancel out three new factors conspiring to produce a

### Recent weakness

Japan is one of the prime beneficiaries of the fall in the price of oil. According to Nomura, each \$2 fall per barrel will boost real GNP by 0.2 per cent this year and 0.4 per cent afford to cut them further.

next and will increase the Japanese current agent age surplus by \$2.8bn this year and duced by the falling oil price. \$3.9bn next. On the assumption and with Japan's high flow of that the country will save some \$8 a barrel this year, the oil abroad than before, the Govern-price will add some \$13bn to a current account surplus that hibited and afford to be less in the country will be a surplus that hibited and some \$13bn to a current account su current account surplus that was already expected to be \$50bn at the start of 1986.

The recent weakness of the dollar is creating a self-per-petuating reluctance among Japanese companies, institutions and individuals to invest their cash surpluses in the US in unhedged fashion. It was their readiness to invest in the US which, a year ago, was holding the yen down in spite of Japan's daunting trading performance. These capital expor- Nakasone needs to show that he ters have since burnt their is taking whatever additional

Finally, the interest income on Japan's net asset position country's traditional deficit on invisibles, and thus remove this minor offset to the country's trade surpluses. The asset posi-

change rate that threatens to move excessively in the direction Japan's trading partners want, coupled with a mounting surplus on current account. Moreover it faces this situation moreover it faces this situation in a run-up to an economic summit in May, which, as the host country, it badly wants to be a success. In an election year it would be most embarrassing for Mr Nakasone, the Japanese Prime Minister, to find his economic policies singled out for criticism as being too austere.

Against this background it is easy to understand why, despite the large adjustment in the yen's value, the Japanese Government has decided to continue with voluntary restraint of the number of motor cars it exports to the US.

There are other steps the There are other steps the Government can take as well. Only a month ago the Government was pushing for international "interest rate disarmament" because it feared that the yen would weaken if it tried to stimulate domestic growth with an easier monetary policy. It has since discovered that the exchange markets are no longer deterred by lower

infrastructure projects
Thridly, the Government has commissioned a study, which should be presented in March. on ways of improving Japan's readiness to buy goods from abroad. The study is expected to go beyond the question of import controls and into more basic reasons why the Japanese market is tough to penetrate. Given that the falling oil price is by itself going to increase Japanese internal demand, Mr fingers and the yen now has to steps he can to convert some rise to a rate that will re-estab- of that demand into import

# Test case for labour laws

NEWS INTERNATIONAL's dis- a wide measure of public sup pute with the printing unions as white measure of public sup-pute with the printing unions port to shift away from the has in the space of a few weeks unions the balance of industrial woven around itself a tangled power which the strikes of the web of law, with the company 1978-79 "winter of discontent" and its unions spinning round so starkly demonstrated had each other in the High Court at tilted too far in their direction the end of last week—reaching The success of the reforms proportions which would be on picketing and on ballots is ludicrous were the issues not so measured by public attitudes; serious. Criminal law will now fairness is an important be brought in as the violence element in that, and where the grows outside the company's Government's aims have been new printing plant at Wapping out of line with the interests but many of the weekend of union members most spec pickets recognise that given the tacularly, in the as yet unrelatively limited numbers their broken strin gof victories for 
cause is likely to attract the unions in the political fund 
nothing much is likely to be ballots, they have not been pickets recognise that given the won on the streets of east achieved.

dispute at all—and on virtually ping fair? Certainly, the com-all reckonings other than the pany has exploited the opporan recknings other than the pany has exploited the opporunion's most overt public stance
it is hard to see how they can win
it—then Wapping's barbed-wire
fortifications will mean that the
battleground will be elsewhere,
at whatever points the unions
can bring pressure to bear, in
But Mr Rupert Murdoch and other words, action against sub- his advisers, secure in the sidiary and secondary points. knowledge of their alternatives That means civil actions against —site, printing equipment, the unions for alleged secon—workforce, distribution system

the unions for alleged secondary action are likely to increase.

The number of those pressure points is limited—principally, the company's road-bound distribution system—especially in comparison with the leverage the same unious used to hold (and still do, in other newspapers) in their immediate past: instant pressure threatening a uniquely perishable proing a uniquely perishable product. Not even inside the gates, let alone inside the plant,

at Wapping, do the print unions have such leverage.

In that sense, the legal contortions around the National Graphical Association's on-off industrial action against the Times' supplements is a side-show, a clear index of the absolute decline of the NGA's considerable industrial strength

within News International.

But limited as the effects of the unions' actions in prosecuting the dispute might be, they and the whole progress of it are raising, yet again, questions about the role of the law in industrial relations. The Government of the law in the common of the law in industrial relations. The Gov-ernment's reforms in this area since it came to power have been both reasonable and sensible, an attempt backed by in industrial relations.

ondon. Are the company's and the If the unions can win the unions' legal stances at Wap-

tration Service, remains to be seen. But given Fleet Street's history the transition to modern technology and modern labour practices was always likely to involve a Wapping-style con-

frontation. Certainly the national news paper industry will not be the same again. But the implications could go wider. Legally binding agreements — one of Mr Murdoch's original demands for Wapping, rejected by the unions — are now starting to be seen by some elements on the left as something which ought to be embraced generally

by unions,
Agreements of this sort,
commonplace outside the UK,
may increasingly be regarded
by unions and employers, as a
promising route towards stability and responsible behaviour

THE GROWTH OF FIAT

# First the recovery, now the development phase

By James Buxton

OR the past two months the name of Fiat has been in the British Press almost every day as a participant in the Westland drama. To any-one who only thinks of it as a producer of cars it must have been a revelation to discover that it was remotely interested

in aerospace.

Fiat is flexing its muscles. In 1984 it was rated the 25th biggest company in Europe, and last year its turnover went up 11 per cent to L26,330bn (£11.6bn).

For the first nine months of last year, Fiat negotiated to merge its car subsidiary Flat Auto, which accounts for just over half its total turnover, with Ford Europe. The merger would have created a motor group twice as big as any other in Europe. But in October the talks were called off. The question now is where Fiat goes

from here.
The fact that those talks took place on equal terms was a tribute to Fiat's astonishing recovery from the state it was in the 1970s when management effectively lost control of the workforce and the group piled up (concealed) losses Following the triumph of Fiat

Auto's management in the big strike of 1980, Fiat won the right to employ almost exactly as many workers as it needed. In the three years that followed. Fiat Auto's labour productivity doubled and its break-even point dropped from 1.65m vehicles a year to 1.2m. Absenteelsm fell from double figures to negligible levels and union membership dropped to less than a quarter of the work-The company transformed the factories by automa-tion, read the riot act to its less than a quarter of the workshook up its marketing net-work. It rediscovered the creative ability to design and pro-duce a series of good new models, ranging from the Fiat Uno, which came out in 1983, to the Lancia Thema luxury model.

Fiat Auto's management revo-lution was built on a particupredominant position in the Italian market which has not suffered real recession in the 1980s and to which Japanese cars are admitted at the rate of little more than 2,000 a year. Last year, for example, Fiat and Lancia won 52.2 per cent of the domestic market, which absorbed two-thirds of the 1.4m cars Fiat sold in Europe.

But Fiat went into the talks with Ford in the knowledge that despite a European market share of 12 to 13 per cent, making it one of the four leading car makers in the continent, the medium-term prospects of that market were for slow growth, ever fiercer competition and low profitability. The possibility of uniting with Ford, whose European market share is about the same size as Fiat's, had immense attractions: it held out the chance of cutting costs

the Fiat Auto's share of this was somewhere between the that the Fiat's net profit margin of about 4 per cent of turnover is about 4 per cent of turnover is about 4 per cent of turnover is a "very impressive figure" for a group operating in Fiat's main areas of activity. "You can't compare our profitability with about 2 per cent in 1984.

Group sales increased in real with about 2 per cent in 1984.

Group sales increased in real that time for in — 75 per cent of our four years, which Mr Mattieli activities are in vehicle profit margin of about 4 per cent of turnover is about 4 per cent of turnover is a "very impressive figure" for a group operating in Fiat's main areas of activity. "You can't compare our profitability with a company like IBM, you have to compare us with other groups in the sectors we are four years, which Mr Mattieli activities are in vehicle profit margin of about 4 per cent of investment in the continent, which the car division makes a "very impressive figure" for a group operating in Fiat's met profits net profits of investment in the continent, which the car division makes a "very impressive figure" for a group operating in Fiat's met profits net profits of investment in the continent, which the car division makes a "very impressive figure" for a group operating in Fiat's met profits net profits of investment in the continent, which the car division makes a "very impressive figure" for a group operating in Fiat's net profits of turnover compared in Fiat's net profits of turnover compared in Fiat's net profits of turnover compared in Fiat's net

1000 LELLO **NET DEBT** -4,000 1982 1983 1984 1985

through collaboration in com-ponents and, in due course, flow amounted to more than 10 per cent of sales at L2,674bn. jointly produced cars.

The idea failed at the last Thanks to this, Fiat's debt, which earlier in the decade was the company's Achilles heel, fell by more than L1,000bn to fence, mainly because neither side was prepared to allow the other to have majority control just under 1.3,000bn — a level which Fiat regards as about of the new entity. the minimum required to finance its operating needs. After the breakdown of the talks with Ford, Mr Gianni Agnelli, Fiat's chairman, said

Fiat is financing more than three-quarters of its investment that Fiat would continue to seek needs, which in 1984 were put at L8,000bn for the coming a partner in the European car business — but that objective at L8.000bn for the coming three years, out of cash flow—now than it did then, and a higher proportion than Mr people appreciate that the Mattioli said was possible at European car is better than the seems to have acquired low priority. Mr Cesare Romiti, the very determined but unusually warm man who is Fiat's manag-

ing director, picked his words carefully when he said: "The operation with Ford would have had immense advantages on a "But," he went on, "Fiat has made such great advances in the field of cars in Europe that it can happily live on its own better than the other four

or five leading companies that are its competitors. Of course, if another opportunity comes along we will willingly examine Even more proudly, Flat executives point to the fact that in 1985, for the first time many years, all Fiat's sectors were in the black. That means that Iveco, the Europe-Mr Paolo Mattioli, Fiat's general manager, says: "Fiat Auto is the most profitable car maker in Europe, the most auto-mated, and the one with the wide industrial vehicles opera-tion, which accounts for 20 per cent of sales and lost heavily in both 1983 and 1984, more youngest product range."

No doubt Volkswagen, Ford and Peugeot would have their than broke even after a change of management, and that Fiatallis, an ill-starred joint venture with Allis Chalmers of own comments on that. Fiat has so far published neither its 1985 group net profits nor those the US in the recession hit field of earthmoving equipment, kept its head above water, des-pite virtually static sales. Last disclosed that group net profits last year passed the L1,000bn (£450m) mark, a big jump from the L627bn of 1984, and year Fiat bought out its US partner.

remain predominantly a vehicles group. "We can still expand our share of the Euro-pean car market by being more competitive," he says. He and Mr Romiti do not appear unduly worried by the possibility of the EEC Commission forcing Italy to phase out its restrictions on Japanese car imports. "It could happen," says Mr Romiti. "But we are more relaxed and far stronger now than we were five years

## 6When we invest it is not to acquire new businesses but to strengthen existing ones?

But in the large, sparsely furnished rooms on the top floor of Fiat's Turin head-quarters (Mr Romiti's office seems to have almost nothing in it, not even a clutter of papers) the senior executives acknowledge the obvious: that the group's non-vehicle sectors the group's non-vehicle sectors have the best prospects for rapid growth and good profits. For example, last year Fiat's production equipment sector, headed by Comau, saw its sales, rise 14 per cent to L659bn, Telettra, the telecommunications concern, grew by 15 per cent to L475bn, Fiat Aviazione, which makes aero-engines, jumped 19 per cent to L445bn and Sorin, a bio-engineering such a bio-engineering and Sorin, a bio-engineering sorial sales in making transmission types in the state, but is regarded by most observers as something the state, but is regarded by most observers as something the state, but is regarded by most observers as something that will pass.

If flat wins a stake in Westland it would want to self these. Mr Mattioli says that Flat is not expecting such a big jump in profits as it enjoyed last year—even the fruits of productivity improvements worked their way through to net profits in a way that will probably be consolidated this year. company, had a jump in sales of no less than 28 per cent to

Cesare Romiti-satisfied with Fiat's achievement Mercedes Benz, are buying US Defence Department. Fiat operations outside the motor has long been Italy's biggest industry in order to reduce the defence contractor in armoured proportion of their activities that cars constitute. But we have these diverse activities under our roof already. When we invest it is not to acquire new businesses but to strengthen existing ones."

One important way in which Flat intends to develop these sectors is by alliances—both with foreign and Italian com-panies, the latter likely to be mainly in the state sector. Telettra is to be put into a joint company with Italtel, the tele-

Exactly how this merger will work is still a mystery, but the result should be to blend Telettra's specialisation in transmission with Italiel's in public switching.

Flat's interest in Westland helicopters in partnership with Sikorsky stems from motives that explain much about the group's aims. Fiat Aviazione has an ingenious web of licence and co-production agreements with all the world's major aeroengine makers. It also specialises in making transmission systems, and accessory gearproducer. This assumes that some form of partnership can be established between Fiat and Agusta, the State-owned

vehicles, marine engines, avia-tion and various components. The Fiat group is one of Italy's stronger contenders for projects in President Beagan's Strategic Defence Initiative (SDI), which it hopes will also yield technological benefits in its other patricipes.

its other activities.
The Westland bid has ranged Fiat against Mr Bettino Craxi, the Prime Minister, who pub-licly backs Agusta. The quarrel is one of several disputes raging between Fiat and the Prime Minister, on subjects ranging company with Italtel, the tele-communications manufacturer which belongs to Stet, part of the state conglomerate IRI, and which is more than twice as big panding in ways which, it has been alleged, breach the Press been alleged, breach the Press laws — to the conduct of economic and foreign policy.

The fact is that a healthy Flat is likely to alarm any Italian Government, whose own free-

dom of action is so much more circumscribed. "Fiat is to the Italian state what the Duke of Burgundy was to the medieval kings of France — technically part of the kingdom, but barely less powerful than they were," says an intelligent observer of the Italian scene.

Fiat and Mr Craxi could hold up possible joint ventures with the state, but is regarded by

in a way that will probably be consolidated this year.

Mr Romiti too is cautious about the future. "Yes, we are satisfied with what we have achieved," he says. "But you are almost dwarfed by Fiat's ber of the European consorbigger divisons, which include tractors and vehicle components. But they are not marginal, either to Fiat or, usually, to the industries they are in.

"We are lucky," says Mr Romiti. "Other car companies, sies. Sikorsky's narent and selection of the European consorbigger divisons, which include tium) with whom there have been intermittent contacts for more than a year.

But perhaps at least as important a motive is the desire to get closer to United Technorism (vyears. If you make a missage of the European consorbigger divisons, which include tium) with whom there have been intermittent contacts for more than a year.

But perhaps at least as important a motive is the desire to get closer to United Technorism (vyears. If you make a missage of the European consorbiger of the European consorbiger (value) and vehicle components. But they are not marginal, either to Fiat or, usually, to the industries they are in.

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"We are lucky," says Mr to get closer to United Techno-five years. If you make a mis-rarely glittering.

"We are lucky," says Mr to get closer to United Techno-five years. If you make a mis-Romiti. "Other car companies, gies, Sikorsky's parent, and take on one or two models, it like General Motors, Ford and through it to gain access to the can have very serious effects."

### Runners in the World Bank race

The US Treasury has a plansible explanation for the delay in naming the Reagan Administration's recommended successor to A. W. Clausen, as president of the World Bank,

his resignation last October, his term does not expire until June 30. It would be invidious to name a successor too soon, the explanation runs, for hethe gender seems certainwould only find himself having to answer questions about, and take effective responsibility for, decisions over which he had no

"You can't come out a winner under those conditions," said a body in mind does not neces-sarily mean we would announce

But there are those in Washington who think there is more to it than that. Some suggest the Reagan Administration itself is unable to agree on who would be the best man to lead the World Bank as it moves to



Fil apply for a BR catering franchise, I'm warning you."

## **Men and Matters**

centre stage alongside the IMF directorship of merchant ban-in efforts to manage the Third kers, S. G. Warburg. World debt crisis. Grierson, an effervescent 64-Though Clausen announced It is this more prominent role

technical level.

nominee of the US President. Washington conservatives, for instance, are anxious that whoever gets the job should be person who shares their market orientated economic policy pre-The debate would already be

The debate would already be over if Fed chairman, Paul Volcker, had decided to accept a White House offer which seemed more designed to get him out of the central bank than into the World Bank.

But with Volcker out of the the proving (apparently) the the running (apparently), the rest of the field comprises a mixture of thoroughbreds and work-horses. Some are actively seek-ing the job; others seem less enthusiastic about taking it on.

The latter group is made up mainly of politicians. Secretary of Labour, Bill Brock; Deputy Secretary of State and former investment banker. John Whitenvestment banker, John White-head; and former US Treasury Secretary, William Simon, all have their backers. But none of them has expressed any public interest in the post Among those who would clearly be overloyed to get the job is J. William Middendorf,

current US ambassador to the EEC, who has staged what amounts to a public relations campaign in Washington in sup-port of a candidacy which would shake the World Bank's board-

Grierson, an effervescent 64-year-old, who first joined the bank at the invitation of the

in prospect which helps to account for the extraordinary public scramble over a post which, by tradition, has been filled without much fuss by the promines of the LIE Pracident.

Year-old, who first joined the bank at the invitation of the late Sigmund Warburg nearly 40 years ago, resigned once before.

That was in 1968. Warburg That was in 1968. Warburg was then acting for Plessey in its takeover bid for English Electric. GEC, of which Grier-

son was already a director, moved in and thwarted the Plessey bid with an agreed merger with English Electric. Though Grierson was not personally involved, Sir John Clark, Plessey's present chair-man, protested to Warburg about his position and Grierson was asked to resign from the

Grierson returned to War-burg in 1980, mainly to help in the expansion of the bank's North American business. But in the last few years, he has not been actively involved in its day-to-day operations.

He resigns for the second and final time now—with Warburg acting for GEC in its £1.2bn bid for Plessey, recently referred to the Monopolies Commission. Grierson's career, in fact, has

been studded with headline-making resignations—as deputy chairman and managing director of the Industrial Reorganisa-tion Corporation in 1967, as the European Commission's direc-tor-general for industry in 1974, and as senior partner of stockbrokers Panmure Gordon

port of a candidacy which would shake the World Bank's board-room.

Second going

It must be with a sense that things have come full circle that Rooald Grierson, vice chairman of GEC, resigns his

# Rays a laugh

Dr Gerold Yonas reported back to Washington at the weekend that he is convinced Britain has some excellent research of the kind urgently needed by the "Star Wars" programme.

Yonas is chief scientist and deputy to Lt Gen James Abrahamson, director of the Strategic Defence Initiative Organisation, which is assemb-ling the \$26bn research programme for the defence against nuclear missiles. British defence scientists

took a hard look at the SDI programme last autumn and delivered a dossier of ideas on what they felt Britain had to

Last week Yonas, a bearded physicist in his mid-40s with a quick and acerbic wit, led an American team on a visit to some of the laboratories most likely to land the first contracts outside the US. "We thought it was time to kick the tyres," he said. Yonas was clearly impressed

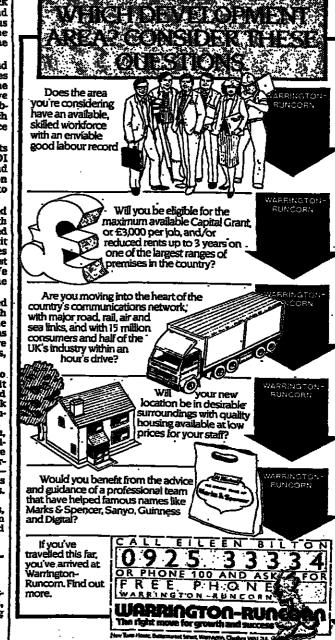
by what he found at labs such as Culham, Malvern and the Rutherford. Most of the ideas put forward last autumn are likely to win research contracts, he said

Desperately anxious not to upstage Abrahamson's own visit to Britain this week, Yonas and his colleagues constantly took his colleagues constantly took refuge in wisecracks and injokes to duck direct questions. But they let slip that Britain, apart from a key role in developing what Yonas calls "the lynchpin of SDI"—space surveillance and target tracking—also has some compelling ideas on the new warron themselves. on the new weapon them Or has it? Watch out for pluton beams, Yonas chortled, and his team collapsed in laughter around

# Good food guyed

The menu at a Hungarian resincludes: "Today's special. Egg on Ronay."

**Observer** 



# The key is trust, not verification Fairer approach

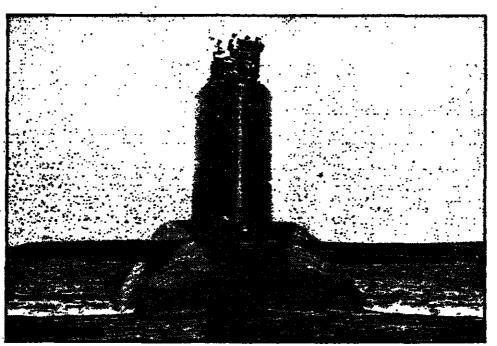
By Ian Davidson?

THE ARMS control dialogue to reject the third entirely. between East and West is For Washington, the Soviet moving along at a dizzying pace, proposal has at least four at least at the level of public attractions. It offers a postpone-theatre. Mr Mikhall Gorbachev ment of the awkward moment has told Senator Edward when the Administration would kennedy that the Soviet Union have to decide whether to be compared to recognize the secretary works. Kennedy that the Soviet Union is ready to negotiate a Euro-missile agreement with the US which would be quite separate from the parallel Geneva talks on strategic and space weapons. The productiveness of this year's Reagan-Gorbachev summissile deal can be agreed this year. Mr Paul Nitze, his special adviser, has been sounding out the allies. And very soon in Geneva, the US negotiators are expected to make a formal counter-proposal. On the other hand, in Europe On the other hand, in Europe and among some American analysts, the tremor of hope is partly overlaid by a frisson has stopped trying to have the British and French forces "secreted in" as part of the of anxiety. For public con-sumption, the allies have decided to adopt a posture of keen but hawk-like interest: western arms totals. The Europeans see a more never really entranced by the original "Zero Option" five the Russian proposals can be tested only in the negotiations

years ago, and they are not sure they like it any better now. When the Russians made it clear in 1981-85 that they were not interested in a negotiable deal on Euro-missiles, the alliance electorates were told that Carles and Barchier II proper, but anything which looks like a positive contribu-tion to equitable arms control will get a positive reply; since there has been more movement in the Soviet position in the past six most is than in the previous six years, let us encourage it by giving Mr that Cruise and Pershing II were necessary, not just to balance the SS 20s, but to provide an essential link between short-Gorbachev at least some of the benefit of the doubt. range battlefield weapons and the US strategic deterrent. The trouble is that the pro-liferation of Soviet proposals has not yet given the western allies a confident fix, either on what kind of arms control deal transatiantic link? Not conclu-

what kind of arms tended transationed make two concurses. The construction of the cons perplexed a month ago by his three-phase mega-plan for the complete elimination of suclear dent in the Soviet-European-US relationship, whereas the Soviet Union might be able to compenweapons worldwide by the year 2000; they are also perplexed, sate for lost SS20s by shorter-and a little worried, by his range missiles in Eastern much more limited and ostensibly conciliatory proposals on

new Soviet proposal a construc-tive move—a stepping-stone away from the old idea of simply counting in the Europlan are: (a) that all US and Soviet Euromissiles should be eliminated from Europe; but (b) not the Soviet SS 20s in pean forces in the US totals? contro Or does it in fact represent years.



A British Polaris missile submarine. Its credibility for deterrence depends on its invulnerability and invisibility; arms control depends on some degree of verifiability, which means visibility.

and will disclaim any possiure; or else that he is staking make much of this issue when
bility of breaking its agreement out a claim for the kind of it makes its reply to the Soviet
to sell Trident D5 missiles to contribution that he will reproposals.

Britain. But as the year wears on, the pressure on Professional Proposals. on, the pressure on Paris and London could become much

These two governments have ong said that they will not join the nuclear arms control process until (a) there is a major reduction in the strategic arsenals of the superpowers and (b) they can be certain that there will be no increase in anti-missile defences by the superpowers. There is British government will aban-don either of these two condi-tions for the sake of an INF nent. But it will be disagreeable for them, and very divisive for the alliance, if Moscow can depict them as the only obstacles to the first arms control agreement for seven

(b) not the Soviet SS 20s in Asia; and (c) that there should be a freeze on British and French nuclear forces, including a ban on the transfer of US missiles to Britain. The US to tall the first principle; to modify the second (a 50 per cent cut in Soviet SS 20s in Asia); and sovie

eventually.
Thirdly, even if the elimina-

tion of all Euro-missiles is not "de-coupling," it must shift western anxiety towards the substantial conventional imbalance in Europe. Here the signs are a bit more encourag-ing. After a dozen years of total stalemate in the Mutual and Balanced Force Reduction talks in Vienna, both sides are sound-ing more optimistic. In par-ticular, the Russians appear to be talking more positively of the need for adequate verifica-tion methods.

A shift of the Soviet attitude towards the verification issue. if borne out in the course of negotiations, in this as in all other arms control negotiations (strategic nuclear, Euro-missile, chemical weapons, conventional forces and confidence building measures), may prove crucial to the whole enterprise. The hawks in the Reagan Administration are making "effective all verification" the keystone of tr their position, and the British by Government, too, is likely to pi

on verification seems entirely justified. American hawks claim the Soviet Union has been cheating on past arms control agreements, among other things by building mis-siles and radars forbidden by the Salt and ABM treaties. If the US is to sign new agree-ments, they say, it must be much more confident that the Russians will not cheat in future, especially if these are to be agreements on deep cuts: cheating on numbers is more threatening at low than at high levels of weaponry.

The reasoning seems plaus-

ible. But the hawks' demand for much more effective verifiall the weight of the arms con-trol process because it cannot by itself erase the hawks' sus-nicions.

With modern technical mean some types of arms control agreements can be verified with HAS THE time come for the 60 days from the despatch of a high degree of confidence; Government to streamline that document in which to woo for example, counting large land-based missiles in fixed silos. A total ban on the testing of all new inter-continental missiles could also be adequately

verified. Other weapons are inherently more difficult to count, such as sealaunched cruise missiles or mobile land-based missiles.

The real problem with verification, however, is not so much technical as political. Much satellite information is unavoid-ably incomplete or ambiguous, and its significance is not neces tation will depend very largely on the preconceptions of the interpreters. Previous administrations said the Russians were complying with the Salt treaties; on the same evidence, the Reagan Administration claims that they are not. An adminis-tration which is convinced that the Russians will do anything to cheat, and that any marginal ambiguity is presumptive evi-dence of a search for a militarily significant advantage, is not going to go very for down the road of arms control.

In short, verification in arms control is essentially a co-opera-tive activity, which cannot stand on its own, and which makes sense only as part of a broader process of gradually building up some mutual trust. Naturally, after so many years of mutual suspicion, trust will not come with the wave of a wand. The significance of Mr Gorbachev's apparent openness on the verification question is not that more extensive verification will provide water-tight guarantees; but it may, together with the offer of a separate Euromissile deal, be a political acknowledgement of the over-riding importance of the trust-

History, their rhetoric and their record have taught us to expect the worst of the Russians, and the wariness of cation is really a pretext for Russians, and the wariness of their opposition to arms convestern governments has not trol, because they do not trust yet been allayed by the the Russians. If the US Adambiguity of Mr Gorbachev's ministration lays too much emproposals. Nevertheless, it is phasis on verification, the striking that some western negotiations may be doomed to diplomate do not rule one may be decided to the diplomate do not rule one may be decided to diplo relations with the Soviet Union; but it will not be brought about if we place on verification a burden greater than it can bear. I to issue an offer document and more much more rapidly.

# Lombard

# to merger control

By Martin Dickson

the cumbersome Monopolies Commission investiof takeovers?

The question is prompted by two controversial references to the commission which smack of inequity. Last Wednesday the Government referred the pro-posed merger between Imperial Group and United Biscuits, while giving a green light to the rival bid for Imperial from Hanson Trust. On Friday, in a similar case, the proposed merger between Distillers and Guinness was sent for investigation, even though a rival offer for Distillers from Argyll had been allowed to proceed. The inequity arises not in the references themselves — both Guinness/Distillers and Imperial/UB raise clear com-petition questions — but in the Monopolies Commission to reach a verdict. Its inquiries

normally take six months, the composition of its investi-extendable to nine, and the gative teams. Government then requires several weeks to consider the document before giving its final verdict.

Shareholders suffer, since they cannot weigh up the merits of two competing bids side by side. Given the pressure on fund managers for short- thinks relevant, term performance, few will This remarkab for two stuck in the commission thicket. National interests may also

suffer, since the present system is biased in favour of bids by diversified industrial conglomerates at the expense of mergers involving companies in similar areas. The latter might lead to an undesirable

process to the point where the competing bids could be con-A takeover battle can last up

shareholders. If a rival bidder enters the frame, the clock is Monopolies Commission investigetes the merits and demerits
of takeovers?

The question is prompted by

mich in the fraction in the fraction of the course of takeovers and investigative framework to

The first step on the investigative road is for the Office of Fair Trading to recommend to the Government whether a par-ticular bid should be referred. It aims to do this by the first closing date of the offer-up to 49 days after an initial announcement — though recently some cases, notably Imperial, have been taking longer. This timetable might well be compressed if the OFT were better staffed. At present these are a more three a there are a mere three case officers to consider a wave of bids of increasing complexity.

The Monopolies Commission offers much greater opportuniframework of its inquiries, and

The Fair Trading Act requires the commission to consider not just competition but the impact of a merger on employment, the distribution of in-dustry, "the use of new tech-niques," and any other aspect of the public interest which it

This remarkably broad remit goes a long way to explaining the length of inquiries. Many factories may have to be visited, many witnesses called. Another factor is the composition of the are part-time commission members with many other outside commitments to fulfil. They are, however, a necessary part of the team since members of the

might lead to an undesirable degree of concentration but, equally, they could produce benefits for the nation through economies of scale and greater international muscle.

The ideal solution to this problem would be to speed up the Government's investigative the moint where the competition alone.

This would also obviate the This would also obviate the need to include such a broad spread of part-time "public interest" members on commisto 88 days. Companies are more professional staff, focusing allowed 28 days from the initial clearly on competition policy, announcement of a bid in which the commission would report

### Competition dilemma :

The guts of the Corbachev

From Mr R. Pilgrim

25

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Sir.—The referral of the agreed merger of Imperial Group and United Biscuits, leaving the way open for Hanson Trust to proceed with its bid Huminates a different in the Government's competition policy. At a time when companies, both here and in the US, are rightly seeking to consolidate their activities in the areas of business in which they are most familiar, Government policy has the effect of favour-ing the business with no experi-

Admittedly, the interests of the consumers and other groups requires a consideration of the competition aspects of any take-over or merger. However in the longer term, the efficiency of the acquired company under its new management must also affect consumers, employees and suppliers.

It is time to look for a con-It is time to look for a con-iderable shortening of the investigation period by the Monopolies and Mergers Com-mission from its present six months, to say, one month. In the Imperial case this would have allowed both deals to be referred for consideration. After all, the investigations and deci-sions of management which result in an acquisition often have to be made in a short

Roger Pilgrim. 25 Claremont Road, No.

### Patents and

innovation From Mr R Rurnett-Hall

Sir,—Your legal correspondents article (February 6 1986) makes several valuable points on the role of the Patent Office as a supplier of technological information and assistance. From his comments on patent litigation however, and possible additional posterion for inneadditional protection for inno-vation, he clearly fails to appre-ciate what is involved.

Dr Hermann is far from heing the first to wish for patent protection to be always certain and invulnerable to

attack, but anyone familiar with the patent system will know that this could only be so at the price of great injustice and harm to the public as a whole.

The patent system necessarily The patent system necessarily involves a balancing of conflicting involves a balancing of conflicting involves a balancing of conflicting involves. The patent significance right is a matter of great public importance. While the system encourages innovation of the system encourages innovation and the dissemination of involves also prevent or at least the issues are legal, and it is precisely to decide such issues that we have a High Court. It is wholly inappropriate that they should automatically be passed to a contrary would be the better if will be "regressive. Holders own the company. This is not a legal fiction but the lathough the present share holders own the company. This is not a legal fiction but the reality. Indeed, management is not a legal fiction and indourable and the patent legal fiction and the management is not a legal fiction and the man

# Letters to the Editor

many other enterprising people who wish to develop products or services but who are inhi-bited or prevented from doing so by the existence of a patent of questionable validity or relevance. The system certainly should operate to stimulate as much as possible the develop-ment and commercial exploitation of new technology, but it is of equal importance that it should not be used to stifle legitimate competition.

Setting up a system for registered inventions or utility models might well help to encourage innovation, but it would be naive not to recognise that this would inevitably also create greater discouragement to those seeking to develop businesses in useful and but businesses in useful and but possibly non-inventive products and processes. The small and medium-size firms would not be the only ones to make use of further statutory protection; if it had any practical effect large firms would doubtless be at least equally alert to use it against the small firm as vice warsa.

Notwithstanding some apparent judicial lapses from time to time, English law has rightly time, English law has rightly long demanded that if a person seeks to carve out a monopoly for himself in which all unlicensed competition is to be prevented, the burden is enhim to define with the maximum practicable clarity the scope of that monopoly, so that all others may know whether it can properly he asserted can properly be asserted against any activities that they may have in mind. Litigation on questions of obviousness and concerned with the construction of the words of the patent claims and whether they cover obvious matters or the alleged infringement, than with whether the patentee's innovation contained an inventive feature that could have been validly claimed. Even questions of obviousness entail an under-

and whose decision could deter-mine the commercial life or death of a person or firm. As a solicitor I hold no brief at all for the Bar, but the impli-cation in the article that resistance to such a proposal comes only from the vocal Patent Bar

infringement is far more often

preneur who succeeds in deve-loping new products and ser-vices—for every one of them who may wish to have and be entitled to valid patent protec-tion, there are I have no doubt defending its interests is un-worthy of your paper.

I am as concerned as anyone with the injustices that are undoubtedly caused by the costs of patent litigation favouring those with deep pockets. There is certainly a respectable case for having the Patent Office hear more cases by agreement, or even compul-sorily where the issues at stake are not of major consequence. are not of major consequence.

The answer however is not to remove all patent disputes to an inappropriate forum but to ensure that substantial and effective reforms are made in High Court procedure, especially by way of greater particularity of pleadings. The Committee has recently shown the way in a star allowances lift them out of the tax net, whereas under the

R. H. Burnett-Hall. 1 Aldwych, WC2.

### Shareholders' rights

From the chairman, Baring International Investment Management

Sir.—I am writing in support of Jim Findlay's plea to preserve the principle of preemptive rights (February 12). Mr Findlay sets out the various arguments with admirable clarity. To my mind, there is one overriding consideration which is that the present share-holders own the company. This

The beauty of our system of allotment letter, is that existing shareholders can choose either to exercise their right or sell it to others at a true market value. Any other course is an abuse. While the extent of the abuse can be diminshed, it still

J. A. Morrell. 9 Bishopsgate, EC2.

### Social security reforms

From Mr P. Ashton

Sir. — Samuel Brittan (February 10) seems to be under the impression that when the Social Security reforms are in being, fewer families receiving in-work means-tested benefits will experience a significant drop in their marginal rate of "tax" following an increase in tax thresholds than they would under the present arrange-ments. In this he is mistaken: although the numbers involved are not large, the reverse will, in fact, be the case.

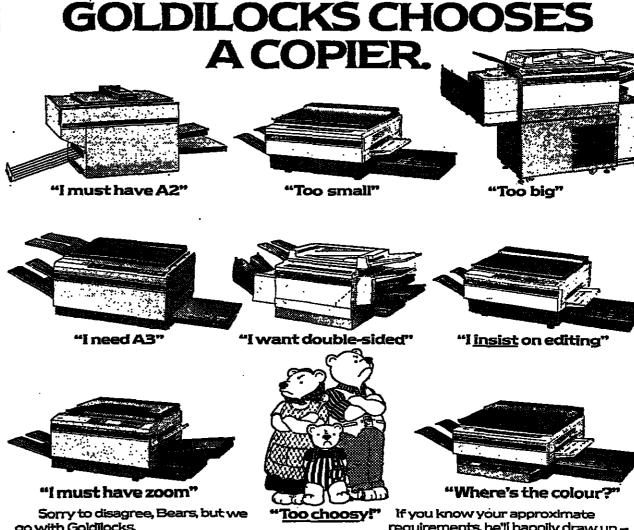
mercial Court Committee has recently shown the way in a report recognising the value of the Commercial Court to an international clientele, so providing substantial foreign earnings for the UK. The Patents Court, which plays essentially the same role in a related context, should lose no time in following.

R. H. Burnett-Hall.

For many more people, both single and married (with and without children) in work and retired, an increase in personal tax allowances (or an equivalent basic rate cut) will raise their net incomes above the benefit entitlement levels and result in a big drop in their marginal tax rate. A few might see their marginal rate drop from 96 per cent to 39 per cent, others from 96 per cent to 82 per cent, and for those in receipt of housing benefit only from 88 per cent to 39 per cent.

Of course, the total cash gain to benefit recipients from a tax cut will be much smaller than under the present system, and it will be "regressive." But this is no bad thing, given that although the present plateau of net incomes over a wide range of gross earnings will be slightly improved under the reforms, differentials will still be in need of widening.

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# **FINANCIAL TIMES**

Monday February 17 1986



Terry Byland on Wall Street

# **Dilemma** of oil benefits

THE WALL STREET stock market continued to surge out of sight last week, impelled by tumbling yields in the bond market as much as by any more general economic factors. Occasional pauses for consolidation have quickly sparked off fresh buy-ing bouts, and the brokerage com-munity remains bullish - except for a few doubts on corporate profits.

Equity market analysts focus their attention on the likely effects of the rapid slide in world oil prices, with the outlook for the US econo my, the dollar, the federal budget deficit and the policies of the Feder-al Reserve following close behind.

As Mr Alan Sinai of Shearson Lehman Brothers puts it. The ben-efits of lower oil prices must be judged as overwhelmingly positive for the US and world economies reducing inflation, stimulating real economic growth, acting as a force for lower interest rates."

Shearson concedes that there is a bearish scenario. This it outlines in terms of a \$15 a barrel or less world oil price, endangering the ability of Mexico and others to service debt, and bringing recessionary pres-sures in the UK, Norway, Mexico, Nigeria and Venezuela, and also in some of the oil states of the US.

This in turn, it comments, could mean trouble for many small US banks, and some hig ones, too, and could bring a flight to cash and pre-cious metals and eventually a world

But in the real world of investment, Shearson is only prepared to assign a 5 per cent probability to the disaster scenario. The winners (of the oil price realignment) will act to prevent the sort of catastrophe that could undo the gains," it asserts. There is a danger of expecting too much too soon from the drop in all porices. The US economy is less tightly linked to energy, and particularly oil prices, than in 1973. Energy conservation in industry as well as the high cost of oil over the past decade has kept demand down.

Oil consumption per dollar of Mr Laurent Fabius, the Prime Min-ister, who said he believed Mr Du-GNP has plunged by about a third since 1974, according to Mr Richard Berner, vice president of Salomon

Decontrol of domestic oil prices during the 1970s means that today's drop in crude prices will fall on the domestic producers and their lend-ers and stockholders. On aggregate, ers and stockholders. On aggregate, therefore, corporate profits will be boosted only slightly by falling oil prices.

Conserve profits have been the ficials in Paris claim that he could

Corporate profits have been the one side of the stock market equation so far distinctly unmoved by all the excitement. In assessing President Ronald Reagan's 1987 budget resolutely to forecasts for corporate profitability that are largely un-changed from those accepted on Wall Street six months and more ago. For this year Salomon expects profits to rise by 15 per cent, at least 8 per cent less than the Administration expects, but in broad agreement with Merrill Lynch and

sees corporate profits expanding by marginal tax rate of 80 per cent on collapse of the Brent forward perticipants are known to be only a further 9 per cent or so in oil production profits, whereas in a market. 1987. This seems a trifle uncomfort- downstream business only corporaable for a stock market currently soaring on expectations that the real benefits from low inflation, low interest rates and low oil prices will est in demonstrating the lowest posappear in the corporate profit and sible crude sale and buy-back price loss accounts in 1987. This school to the oil taxation office so as to has already written off as unim-portant not only the lacklustre prof-its already disclosed for the 1985 fi-nal quarter but also the prospective claimed by some traders to account

If Wall Street is still sounding remarkably unexcited by the outlook for corporate profits, then it may be timely to look at some other straws in the wind. Yields on high risk or junk bonds are soaring, taking the spread against federal bond yields to record levels, according to the latest Salomon junk bond index. Historically, junk debt has tended tors realise that security is the prime risk. Why, then, should junk bond prices be tumbling just now when the stock market seems to be signalling bright prospects all

round?

One reason is that too much junk" has been fostered on to the market over the past 12 months as the takeover specialists joined the act Leveraged buyouts, as well as predatory battles, have left too many companies with rickety loan structures. Yields of up to 16 percent on junk bonds, now measured against under 9 per cent on long dated federals, may be telling us that not every company will be baled out of its follies by the invocation of lower oil prices.

It could still be an upward slog for profits this year, and today's stock prices may be expecting more than the corporate sector has to offer in the near term.

# French bomb Chad military base

BY DAVID MARSH IN PARIS

strong military response to re-newed Libyan incursions in Chad. by bombing a Libyan-built air base in the north of the country and sending in 200 troops to NDjamena, the capital.

The show of force was intended o cut off Libyan-backed rebels from logistical air support and to underline French determination to support the N'Djamena Governent of President Hissene Habre.

Mr Paul Quiles, the French Defence Minister, giving details of yesterday morning's air raid against the Ouadi Doum air strip, said the base had been used as the springboard for last week's rebel at-tacks against government positions

Refuge

eludes

Duvalier

By David March in Paris

MR JEAN-CLAUDE DUVALIER

the ex-dictator of Haiti, has started

his second week of refuge in France. To the mounting embar-

rassment of the Paris Government

no country has yet come forward to

Yesterday saw considerable con-

fusion at Talloires, near the Swiss

border, where Mr Duvalier and his

entourage have been lodged since February 7 in a luxury hotel.

The ex-president was reported to

be ready to leave for exile in the US

yesterday morning. But the US State Department denied that Mr

Duvalier was on the point of leaving for the US, pointing out that he did not even have a visa.

Mr Duvalier's lawyer later said

that negotiations to try to speed the

ex-dictator on to refuge outside France were "at a standstill" follow-

ing the refusal of several African

The Government's mounting em-

newed remarks at the weekend by

valier's "provisional" stay in France

would quickly be over. However,

refusing to try to make political

The US yesterday declared Mr

Duvalier "an undesirable alien" and

pose a serious security problem be-cause of the large number of Hai-

ment was underlined by re-

osition is still on the whole

countries to accept him.

capital out of the affair.

tian exiles in the US.

offer him permanent asylum.

FRANCE yesterday delivered a in the middle of the civil war-torn

country.

France's swift military move is intended as a warning to Col Mu-ammer Gadaffi, the Libyan leader, that the current French election ampaign will not deter Paris from aking decisive action in Chad.

By authorising yesterday's raid by Jaguar fighter-bombers, President François Mitterrand - who was heavily criticised for a fruitless peace-keeping meeting with Col Gadaffi in November 1984 - may hope to turn the show of firmness to the Socialist party's electoral

The despatch of 200 commandos marks the return of combat troops to Chad for the first time since 3,000 French soldiers pulled out of the

PORTUGAL went to the polis yes-

terday for the fourteenth time in

less than 12 years to decide a close-

ly-fought run-off contest for the pre-

sidency between Professor Diogo Freitas do Amaral, the right wing

avourite, and Dr Mario Soares, the

The eve-of-poll calm was broken

by the terrorist killing of the head

of the country's prison services. Mr

Gaspar Castelo Branco, who was

shot at close range outside his Lis-

Responsibility was claimed by

the April 25 Popular Forces, a far-

left group, several of whose alleged members are currently on trial. The

victim was responsible for tighten-

ing up on prison security after 11 al-

leged members of the group es-caped from jail last September,

Yesterday's voting, however, took

place in the usual disciplined man-

ner, after a lively and enthusiastic

campaign for what has turned out

to be Portugal's most gripping elec-

Voting picked up after an initial

low turnout in rainy weather. Low

participation among the 7.62m vot-

ers would be expected to favour Prof Freitas do Amaral, who polled

over 46 per cent in the first round

three weeks ago, against barely 25

revolution, with rival parties of the left joining forces for the occasion

behind Dr Soares. Prof Freitas do

Silva, head of the minority Social

Democrat Government that

emerged from general elections last

The two sides were locked in bat-

straightforward confrontation be-ouste tween right and left since the 1974 1974.

Amaral enjoys the strong support state has quite extensive powers, of Prime Minister Anibal Cavaco including that of dissolving the

tion for several years.

per cent for Dr Soares.

Socialist former Prime Minister.

in close contest

BY DIANA SMITH AND DAVID WHITE IN LISBON

to supervise training and supply of weapons from Paris to the NDja-

mena government. Yesterday's deployment of the French air force, from its base in neighbouring Central African Republic, seems to indicate a greater readiness by Paris to use air nower than during France's previous peri-od of intervention in Chad between August 1983 and November 1984.

Mr Quiles said the Onadi Dourn base, built last year, had a 3,800 m-long air strip capable of receiving all types of military aircraft, which essary to help Chad eral, of yesterday's action.

Prof Freitas de Amaral

tle during the 10 days of campaigning for the second round, which

ended on Friday night with Prof

Freitas do Amaral's supporters, de-

cked in US-style boater hats and

armed with fireworks, staging a mass rally in Lisbon's central Aven-

The man who succeeds the outgo-

ing president, General Antonio

ousted Portugal's dictatorship in

While he does not have the execu-

tive responsibilities of a French

President, the Portuguese head of

parliament once he has been six

months in office. Both candidate

not immediately plunge the country into yet another election.

promised, however, that they would

ida da Liberdade

country in autumn 1984. French military instructors and technicans, however, have kept up a presence country in autumn 1984. French resist "foreign intervention" which had resulted in last week's attacks across the 16th parallel in the middle of the country. This was set down by France in 1983 as a de facto demarcation line dividing the ernment held south from the north of the country, in the hands of Libyan-supported rebels.

France is responding to calls for military assistance from President Hissene Habre in line with article 51 of the United Nations charter, French officials said. This allows countries to take defensive measures with the aid of other forces if the target of armed aggression. Mr Roland Dumas, the French Foreign had come into operation only a few Minister, informed Mr Javier Perez months ago. Mr Quiles said the de Cuellar, the UN secretary gen

# Portugal votes again Violence feared at Amritsar

By K. K. Sharma in Anandpur Sahib

THE STAGE was set yesterday for what could be a major confrontation in Punjah between Sikh extre mists and the moderate ruling Aka li party when a "Sarbat Khalsa" supreme religious congregation au-thorised the Sikhs' temple manage-ment committee to regain control of the Golden Temple in Amritsar.

The Golden Temple, the holies shrine of the Sikhs, was captured by extremists on January 26 when in a "Sarbat Khalsa" sponsored by them, they expelled the Sikh high priests and called for fresh elections for a new temple committee. The moderates decided to hold a

rival "Sarbat Khalsa" to annul the decisions which amounted to a religious and politi-cal coup, but failed to hold this at the Golden Temple because of the threat of violence. Instead the religious congregation was held yester day at Anandpur Sahib, another historic temple, more than 150 miles from Amritsar.

There, hundreds of thousands of Sikhs answered the call by the mod-Ramalho Eanes, will be Portugal's first civilian head of state for 60 which directed the temple committee and the ruling Akali Party in tee and the ruling Akali Party in the artematics from and end to the protagonism in polit-

How this will be achieved remains to be seen, but there are fears of a violent confrontation. The extremists are strongly entrenched and it is thought that they may be

The last time that the extremists gained control of the temple, in June 1984, the late Prime Minister, Indira Gandhi, ordered the Indian army to storm it. Hundreds of Sikhs died as a result.

# **US** urges

Continued from Page 1

himself to say that the poll had been "marred by widespread frand and violence perpetrated largely by the ruling party."

In a statement issued from his California ranch, Mr Reagan said that the abuses were "so extreme that the election's credibility has been called into question both with-in the Philippines and the United States." He called on both sides to work together for reforms and urged Mrs Aquino and her support-

ers to avoid violence Mr Marcos warned that if US aid were nithdrawn he would have to renegotiate the basing agreement with the US, due to expire in 1991, which sets the terms for the opera-tion of the two strategic US air and naval bases in the Philippines. He might have to renegotiate the pact anyway, he added, claiming that the US was \$70m behind in its com-

# Brussels pursues high-tech finance

will take charge of the metallurgi-cal plants division. A board member responsible for the finished prodguarantee scheme to reimburse Eu-rotech Capital with 50 per cent of ucts division has yet to be appointed but Mr Fachmann Volkmar, anany losses it might incur on its investments. other West German executive is tipped to be offered the job, officials

sur would come from premiums paid by companies in which the in-vestment company had a stake. The rate would be 2 per cent of the Eutippen to be differed the job, dimensions say.

Say.

The announcement of the revised deficit figure was described as "shocking" by Dr Alois Mock, the opposition People's Party leader, who warned that the new losses would impose a further burden on the Austrian tax payer. The crisis at the Austrian tax payer. The crisis at Vocat demonstrated that the indus-

THE LEX COLUMN

# The prospect of Whitby

Only the most seasoned gambler would lay odds on the outcome of today's shareholders' meeting at Sea Breeze Submarine. Having failed to reach the necessary 75 per cent majority at last month's shareholders' meeting in Whitby, the re-vised reconstruction scheme involving the Italo-Soviet proposal is still by no means assured of success. The commitment by the sole small shareholder to travel down to Wembley is as much to be welcomed as the relative calm on the political front since the swearing-in of the Provisional Government under Lord Stockton. For whatever the political merits or perils of the rival Italo-Soviet and Italo-Franco-German reconstruction plans, Sea Breeze remains a listed company with all the Yellow Book obligations that entails. It is for Sea Breeze's shareholders, or rather Mrs Evelyn Treacher of Whitby, to decide its fu-

### Decline

She will need no reminding of the stages of Sea Breeze's corporate decline. In retrospect, the former management's attempt to bridge a gap in military orders through vigorous entry into the civilian sub-marine market was doomed to failure; and the cancellation of the Central African Republic's order for the SB-12 - never too convincing from an entirely land-locked customer has confirmed that there is no present market for such vessels. Inventory valued at the last balance sheet at over £1.1bn is now to all intents worthless. But those ex-ministers who now champion a European solution for Sea Breeze were singularly reluctant to consider the board's desperate pleas for assistance last summer. Mr Heseltine's out-ofhand dismissal of the Sea Breeze tender for a flexible underwater Channel link squares oddly with his

position today.

Sir James Chutney and his merchant bank advisers rightly refused to be mesmerised by the requirement for new equity, however im-mediate and urgent. They adver-tised for an international partner who could provide orders for Sea Breeze until the new SB-206 utility submarine enters serial production in 2010. Sverdlovsk Heavy Indusany serious list; and its subsequent ers for the next generation of cast- way or the other. At long last, Sea joint venture with Fiat goes some iron craft. The role of GEC and Brit- Breeze can return to its proper way to meeting the board's prefer- ish Aerospace, as indubitably UK business, which is making sub-

A Bulletin about New

Business from Northern

Reactors for Hong Keng.

for 7,000 pole-mounted trans-formers from Hydro Quebec.

Reyrolle Power Switchgear has secured a £1.2m order for an SPD2

ircuit breaker for the CEGB's St.

John's Wood substation in London.

Riley Vibratory Equipment has won a £440,000 order from the Yemen

Arab Republic for biscuit handling

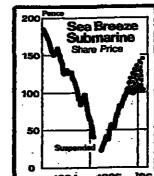
Switchgear for CEGB (UK)

Sweet Business for Yemen

Eight Bridges for UK

and one at Burnley. UPS for Boeing (USA)

Engineering Industries ple



This is mite absent in the Euro-Indeed, many of the arguments put forward by the champions of the European scheme now appear irrelevant. The very notion that Sea absurd. The reverse is likely to be the case; and the offer to site sub-

European partners. Western Europe than secure Sea Breeze's future for its shareholders:

ence for a private sector dimension. members of the consortium, re-marines

when crossed wires between Stan-hope Gate and Downing Street helped precipitate Mrs Thatcher's

departure.

Thanks to the intervention of Captain Birdseys, the consortium and its supporters were able to fail the original reconstruction plan presented by the board at Whitby. Since then, a number of mystery buyers have entered the field, win-nowing out all the institutional holdings at large off-market premiums (as the shaded area of the chart indicates). One can make what one likes of Lord Hanson's claim that his 17 per cent stake is needed to maintain access to Sea Breeze technology for his Hansub subsidiary, but this is surely an industrial irrelevance after the disposal of the

Hanson prawn fleet to BTR. Yet in such a false market, with Breeze would degenerate into a shares changing hands at prices ut-metal-bashing subsidiary of SHI is terly remote from any fundamental investment value, it is not impossible that Captain Birdseye was led to marine pens at Whitby for the Mur-mansk fleet quells any doubts about the asking. After all, the Bank of the depth of the sub-contracting Sark went so far as to tender for the believe that a dukedom was his for work that has been pledged. The small shareholdings at an 850 per fact that the Soviet Union is not a cent premium in the full knowledge member of Nato's military struc- that Mrs Treacher wished to keep ture is quite beside the point; nor is her options open and had not been France, for that matter. As for the tempted by the offer of a Sea

distaste occasioned by Fiat's Libyan Breeze directorshit shareholding, this would seem to be Until the stock Until the stock exchange has outweighed by the PFLP stake - completed its investigation, the exsaid to be a trade investment - in act status of the various nominee Bellafigura, the most voluble of the holdings in Sea Breeze must remain obscure. At the very least, in As adviser to the consorthum, the stitutions that hold shares through Merchant Bank of Sark has com- fiduciary accounts in Prague and plained bitterly at its short shrift. Warsaw are unlikely to be the most from the Sea Breeze board. Indeed, rabid opponents of Anglo-Soviet deit is hard to imagine the creditor fence co-operation; Rowe & Pitbanks ever having agreed to con-vert some £400m of overdraft lacili-ingly global nature of finacial marties into irredeemable unsecured kets are pretty thin staff. The deci-non-voting preference shares with sion to disenfranchise all but Mrs sure from a competitive Treacher is surely the correct plan. None the less, the members of course if the rules on Class Four he consortium seem far more eag- transactions, or the exchange's own er to forestall a Soviet footbold in repute as an SRO, are to have any

the directors of Matelot and Das leave Sir James' choice of venue Boot Industrie have all but said as looking a shade opulent for the meeting's needs; while the hiring of However, Lord Stockton's latest 30 poll scrutineers now seems a letter confirms that the Ministry of highly questionable use of Sea Defence will consider Sverdlovsk's Breeze cash. But they will have Black Dog all-weather submarine been cheap at the price if the meet-

# Brent oil daisy chain wilts under pressure

October.

Continued from Page 1

tion tax is pavable.

So the producers have a big interfigures for the first half of this year. for much of the growth of the Brent forward market.

Mr Colin Darracott, formerly manager of supply co-ordination for the British National Oil Corporation, says: "Tve seen major North Sea oil producers go into the mar-ket and chase the price down. This business of tax spinning has con-tributed significantly to the rate at which North Sea oil prices have

World Weather

nany other investment houses. that they pay the minimum to the fallen," and so presumably to the form for the contract to work there Looking further ahead, Salomon UK tax man. In the UK, there is a built-in losses which have led to the can be no functioning until all the

In earlier smaller examples of daisy chain collapses, the majors have stepped in and bailed out the unfortunates. Not this time. "It's someone else's problem," says one major oil company trading chief This used to be a gentleman's mar-and this attitude appears endemic ket. It's got bigger and nastier. The among the majors.

In the past week, even before Wednesday's disintegration, the most active participants such as BP and Shell stepped back from the market starving it of the liquidity it needs for smooth operation, but in the wake of the collapse it is difficult to see the large companies wanting to re-enter until the debris has been removed from the battlefield.

Already oil companies are believed to have banned their staff

from attending a party thrown in IP week by one of the biggest trading companies. Mr Darracott says: "This used to be a gentleman's marwhole thing has gone sour."

But March is brewing up to make even the storms of February look mild. A total of 300 Brent deals for March delivery have been reported at an average price of \$21.15. The current March price is about \$16.75. That looks like profits of \$800m for the short sellers of Brent – and an equal motive for losers to renege on their deals. One trader says: "There will be so much blood on the floor On a market based on trust in by the end of March. It stuns me. which all the participants must per-

Voest Alpine's

Continued from Page 1

losses soar

# talks in **Philippines**

Welding Success Overseas Thompson Weiding Systems has won four export orders - from Italy, Czechoslovakia, the USSR and Sweden - for a total of six friction welding machines worth a total of £2m. Transformers for Canada Ferranti-Packard Transformers, of Canada, has obtained a £5.6m order

pensation payments for the bases.

# Continued from Page 1

Eurotech Insur would operate

The main income of Eurotech In-

Voest demonstrated that the industrial policies of the socialist-led coalition Government were bank-

# UPDATE Major Power Plant Orders

Peebles Power Transformers has eceived an order worth nearly £2m. from the China Light and Power Co., of Hong Kong, for three 400kV 750MVA throughput series reactors.

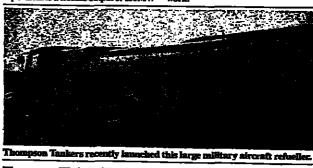
NEI International Combustion Ltd.

has received a contract valued at £15m covering the conversion of foodiers I and 2, each rated at 300MW. The work will important business for the Kilroot conversion project has been received by Sir William Arrol. Worth nearly £4m, plant coupled with the installation of new equipment, allowing the firing of coal up to a continuous maximum rating equivalent to a turbine coupart of i80MW work.

NEI has secured orders worth nearly \$240m from the Northern Ireland Electricity Service to convert boilers at Kilroot power station from oil to coal/oil firing.

NEI International Combustion Ltd. has received a contract valued at £15m covering the converge of footlers I and a peak load of 200MW, but retaining the important capability to generate full output of 300MW on oil firing. The modifications will allow the power station to burn Northern Ireland processed Lignite.

A letter of intent for additional important precises for the Kilment important precises.



Loco Bid Launched

NEI is leading a consortium of Boveri's experience with 3-phase European companies to offer a new generation of deset-electric locomotives to British Rail. Member companies of the consortium are: NEI Peebles, Brown Boveri, British Brown Boveri and Krupp Mak Maschinentan.

The locomotives will employ advanced rechnology based on Brown averses over the last ten years.



Northern Engineering Industries pic NEI House, Regert Centre, Newcastle upon Tyne, England NE3 3SB Tel: Tyneside 091 284 3191 Telex: 537900 (NEI NCL G)

Systems for Power Stations (UK) Thompson Chariton Engineers has obtained three orders, worth a total of £2.5m, for electrochlorination systems for three UK power Horseley Bridge has won orders worth a total of £1.8m for eight road bridges: two at Wigan, one at Did-cot, three in Wales, one at Evesham International Power Machines, of Dallas, USA, has received a film order from Boeing Computer Services for uninterruptible power



# SECTION II - COMPANIES AND MARKETS **FINANCIAL TIMES**

Monday February 17 1986



# **Sumitomo Trust opts** for big CD launch

SUMITOMO Trust & Banking, Japoised to satisfy this need as well. It pan's second biggest trust bank, has was preparing to launch a \$500m, launched a \$750m certificate of deposit (CD) programme through Sal-Credit of the US. The credit, on omon Brothers, one of the largest which terms will be revealed this such programmes yet seen, writes week, will back up issues of Euro-The deal reflects the rising popularity of CD programmes which it Suisse Frist Boston and Swiss have been committed in the CS. The credit of the Committee will be revealed this such that the committee of the com have been growing quietly in recent Bank Corporation International months alongside the heavily publi- will be dealers. All of them will par-

cised development of Euro-commer-ticipate in the back-up credit, which cial paper. Under the programme is rare for investment banks such the bank will issue short-term CDs as Salomon Brothers but reflects through a group of dealers compris- the very high credit standing of the ing Salomon itself, Bankers Trust borrower. International and Shearson Leh- Indonesia has meanwhile moved man Brothers International.

The bearing

Brief:

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CDs provide \$98bn in funding for rate, currently 7.2 per cent. the international banking system, whereas only about \$15bn in Euronotes and Euro-commercial paper

gun to adopt the Euro-commercial Major Belgian banks stayed away paper technique and appoint deal-

investors who buy them. One hope is that investor perception of the paper will improve as a result, allowing the bank's CDs to be sold on well as worries about funding since

one of its attractions to investors, banks to operate in than the Euro-Of course, a drawback, from which dollar market and low margins the Euro-commercial paper market which might be acceptable on a dol-has been able to profit, is the rela- lar deal are too much to swallow on tive decline in the credit standing of a multicurrency operation such as commercial banks because of the this. developing country debt crisis. As part of their flight to quality, investors in short-term securities are ing problems in Belgian francs if these days always on the look-out they irritated big Belgian banks by for leading corporate names.

entering this deal after the latter
On Friday hight Salemon was declined it.

man Brothers International.

In most practical respects CDs are similar to commercial paper except that the borrower happens in cept that the borrower happens to be a bank. However, a major difference is that the volume of CDs outme of CDs out Baroyen tranche carrying interest stanting is much higher, and the market is therefore highly liquid.

The Bask-based Bank for International Settlements reckons that national Settlements reckons that

Elsewhere, Belgium's \$500m credit has met a reasonably positive have actually been issued.

Most banks habitually issue CDs from their own maney-market trading desks, but now many have be-Major Belgian banks stayed away date went exclusively to a US bank, In Sumitiono Trust's case this should make its sales of CDs more efficient and broaden the range of investors who know than Const.

a yield level equal to the top-rated the credit is due to be drawn in D-Japanese banks. Marks and Swiss francs. These are The liquidity of the CD market is harder markets for the Japanese

INTERNATIONAL BONDS

# New York trend fails to take off in Europe

CHEWING GUM, the television rency settles around that level, the ports that have found favour in En-

Europe last week was a strongly rising bond market. Enrodollar buy, and such a deal caused a fierce bonds lagged behind New York bad-row in the market last week. ly and spreads widened again, espeially for corporate names.

Any corporate which can easily tap the domestic US market would

ene trades at 60 over weakening dollar and face the di- bonds. lemma that, if US interest rates 
It turned out that demand was

time to buy dollar bonds. The ru- unusual step of increasing the issue mour that the Ministry of Finance price, from 160% to 100%. It allow insurance compatible to allow insurance compatible. is about to allow insurance companies to increase their holdings of test, leaving other banks in the deal should all have made good foreign bonds above the 10 per cent in a difficult position. They could profits.

One honder point in the deal should all have made good profits.

Other US imports also failed to catch on in Europe. Twice last week lead managers launched Eurobond. have vanished now that the yen has One banker said: "It's like doing a deals with structures that, they neared 180 to the dollar. If the curtrade and then coming back later, said, "work well in New York" but

soap opera Dallas and automatic story goes, the 10 per cent ceiling dishwashers are all American im-There is some continental Eurorope, writes Maggie Urry in Lon- pean demand for paper, and issues which do appeal to investors can But some trends do not travel so meet surprisingly strong buying, well. One that did not succeed in Top-quality names with well-priced issues are what investors like to

An issue for Colgate-Palmolive was sure to be difficult to price. The company's debt is not rated and would perhaps deserve only a probably prefer to go there now.

For instance, a Philip Morris 10year Eurobond is trading at a yield
of 95 basis points over US Treesury
bonds while a similar domestic is
would primary state of the price of t called co-lead and co-managers. Investors are worried about the who came in and started selling

ease, the currency could fell further, but for the currency to strengthen interest rates may have to rise. Either way they lose.

One exception to the rule seems to be Japanese investors, who contains that, it turned out that demand was much greater than expected and, with a deal of only \$100m, paper to rise. Either way they lose.

One exception to the rule seems to be Japanese investors, who contains the lead manager took the highly That move caused a storm of pro-

Secondary Market
USS 19,267.5 1,069.1 10,723.9 2,418.1
Prev 19,763.5 1,123.9 0,069.5 1,976.1
Other 8,919.1 123.6 1,345.2 2,367.2
Prev 7,173.7 130.2 2,196.2 2,513.0 11,558.1 27,777.3 13,182.8 25,832.9 6,248.1 5,632.3 6,655.6 6,614.7

Week to February 13 1986

11,581.4 13,070.3

and saying, 'Oops, I didn't mean that.' We tape all our calls and we taped this one." The subject is not covered by any of the recommenda-tions of the International Primary Market Association. Tempers have been raised, however, and the subject may be brought up at the next IPMA meeting.
Even so, the bonds were trading

above the final issue price on Friday afternoon, and banks in the

did not immediately catch the of about a point, way above that the Atlantic

dia company, which is hardly year life, holders will be richly reknown over here. Its issue, a "stepup put" bond, asks investors to take
a lower initial coupon in return for
near their bottom and are not prean option to extend the life of the bond on a higher coupon. In effect, holders are paying for an option on interest rates four years out with only one exercise date. Traders argue that Eurobond investors would prefer the package to come as a full coupon bond with a warrant, thus securitising the option. In the end the bonds may find their

down floater. A standard floater's return moves up and down with interest rates giving investors a mar-gin over a reference rate. This one does the opposite - when interest rates go down, the coupon goes up. Some Euro-bankers had been working on the notion for some time, and again it had already been launched successfully in the US. Merrill Lynch brought it to Europe for Christiania Bank, which investors recall as one of the issuers of a "mini-max" floater a year ago. That

fashion proved short-lived. The coupon is fixed by subtracting London interbank offered rate (Libor) from 17% per cent. The first coupon is fixed at 9 per cent which gives investors a spread over Libor

imagination of investors this side of from other floaters. If Libor goes he Atlantic. down, the coupon rises, and if rates
The first was for Gannett, a mestay the same or fall over the five

> Many think that rates are now near their bottom and are not prepared to take the risk of the coupon falling if Libor rises. If Libor goes to 17% per cent, the coupon will fall to zero. One comfort is that it cannot get worse than that - investors will not have to pay the borrower if Libor rises further still.

> Deal of the week, though, was the D-Mark four-tranche zero-coupon issue for the West German Post Office. That structure, based on the US Treasury stripped bonds idea, is one that does appeal to European investors. All four were trading above issue price on Friday. Also successful, in an otherwise quiet continental market, was Deutsche Bank's issue with equity warrants which traded around 130 compared with the 120 issue price.

Good demand met the first ster ling issue since early December, and the EIB's Ecu issue was in-creased on Friday when lead-manager Banque Paribas found buying interest. The response to the first Japanese zero-coupon Swiss franc issue was good. Settsu Europe, the borrower, gained a guarantee from AAA-rated Industrial Bank of

# Stelco in return to profits

By Bernard Simon in Toronto

STELCO, Canada's largest steel-maker, returned to profitability last year with net earnings of CS77.7m (\$55.4m), or 77 cents a share, following a 1984 loss of C\$3.3m, or C\$1.69 a share. Sales rose slightly to CS2.4bn, and a gain of CS3.4m ac-crued from last December's sale of the company's one-third interest in a pipe servicing company.

Mr John Allan, chairman, also

ascribed the better than anticipated results to unexpectedly low spending on repairs and maintenance in the fourth quarter. The company has benefited from numerous costcutting measures although the cost of closing outdated, uneconomical plants resulted in extraordinary expenses of C\$7.6m last year.

Strong demand for consumer products, especially motor vehicles, offset the weak sales to the heavy construction industry.

# Meta seeks to ease debt with rights issue

By Alan Friedman in Milan

META, the subsidiary of Italy's Montedison which last year took over the Bi-Invest financial and industrial group, is to raise around L200bn (\$124.6m) with a rights issue on the Milan Bourse.

The three-part share issue, to be proposed to shareholders in early April, is expected to help Meta to reduce its debt burdens which as of the end of last month stood at around L330bn (\$205.6m). This debt level represented 60 per cent of Me-

 Chrysler, the third largest US car maker, is thought to be considering an increase in its shareholding in Italy's Maserati luxury car business. At present Chrysler has 3.5 per cent of Maserati.

# Morgan Stanley boosted by record jump in earnings

the new issue, aimed at raising profits rose by around \$10m to the weekend, showed that some of around \$200m, underscored the rap \$61m after three years of relative the senior directors of the firm hold from coupon interest and interest the merger and acquisitions field id expansion of the group since stagnation, return on equity was shares valued at around \$30m. In in reverse repurchase transactions, helped it achieve a 59 per cent rise 1981. Revenues in this period have around 26 per cent.

\*\*Addition, Morgan's four top-ranking increased from \$345m in 1981 to in revenues to \$424m.

MORGAN STANLEY, the blue-chip soared from \$537m to \$1.79bn last Morgan, currently run as a pri-executives - Mr S. Parker Gilbert, \$938m last year. In 1985, the group's US investment bank which is offer year, when they jumped by 34 per vate partnership, did not give a firm Mr Richard Fisher. Mr Lewis Ber-principal dealing activities, another Us investment bank which is offering around 20 per cent of its shares to the public, enjoyed its best year ever in 1985, when net earnings soared by 73 per cent to \$105.9m, writes Terry Dodswerth in New Yerk.

Yerk.

Very when they jumped by 34 per vate partnership, do not give a firm and Mr Robert Greenhill— around the figures by its calculations assumed a price of samewhat division shows the increasing impact of trading in government stock over twee book value.

The preliminary prospectus for the end of December, 1984, when they jumped by 34 per cent during a period of exceptional activities and Mr Robert Greenhill— and Mr Robert Greenhill— around Mr Robert Greenhill— around Mr Robert Greenhill— and Mr Robert Greenhill— and Mr Robert Greenhill— around Mr Robert Greenhill— and Mr Robert Greenhill— around Mr Robert Greenhill— and Mr Robert Greenhill— and Mr Robert Greenhill— around Mr Robert Greenhill— aro

pact of trading in government stock In addition, investment banking over the past five years. Revenues revenues leapt ahead last year,

in this division, primarily derived when the company's activities in

New Issue/February, 1986

U.S. \$350,000,000

**New Zealand** 

Floating Rate Notes Due 2001

Salomon Brothers International Limited

**Credit Suisse First Boston Limited** 

Merrill Lynch Capital Markets

Banque Paribas Capital Markets Limited

Bank of Tokyo International Limited

Citicorp Investment Bank Limited

**County Bank Limited** 

**EBC Amro Bank Limited** 

**Bank of New Zealand** 

Banque Nationale de Paris

Commerzbank Aktiengesellschaft

Bear, Stearns International Limited

Deutsche Bank Capital Markets Limited

**Full international Finance Limited** 

IBJ International Limited

Morgan Guaranty Ltd

Kidder, Peabody International Limited

Goldman Sachs international Corp.

Mitsubishi Finance International Limited

Lloyds Merchant Bank Limited

Morgan Stanley International

Nomura International Limited

Orion Royal Bank Limited

Shearson Lehman Brothers International

Swiss Bank Corporation International Limited

Sumitomo Finance international

Union Bank of Switzerland (Securities) Limited

S, G. Warburg & Co. Ltd.

All of these Securities have been sold. This announcement appears as a matter of record only.

U.S. \$100,000,000

# Riggs National Corporation

Floating Rate Subordinated Capital Notes Due 1996

**MORGAN STANLEY INTERNATIONAL** 

BANQUE PARIBAS CAPITAL MARKETS

CHEMICAL BANK INTERNATIONAL GROUP

BANK OF TOKYO INTERNATIONAL

BARCLAYS MERCHANT BANK

**CREDIT LYONNAIS** 

DAI-ICHI KANGYO INTERNATIONAL

KYOWA BANK NEDERLAND N.V.

FUJI INTERNATIONAL FINANCE

GENERALE BANK

ALEX. BROWN & SONS

EF HUTTON & COMPANY (LONDON) LTD

MANUFACTŲ<u>RER</u>S HANOVER

SUMITOMO TRUST INTERNATIONAL

MITSUBISHI FINANCE INTERNATIONAL

SUMITOMO FINANCE INTERNATIONAL

PRUDENTIAL-BACHE SECURITIES INTERNATIONAL

TOKAI INTERNATIONAL

January 7, 1986

CORPORATE FINANCE

# Euro-equity issuers aim to stem flowback

equity " issues, two distribution structures have emerged which

aim to ensure that shares stick with the investors who initially subscribe. Aithough they have been developed by investment bankers who are far more used to the rapid, cut-throat market-ing of Eurobends, the approach is actually very different.

A typical example was launched on Friday afternoon for Banque Bruxelles Lambert, Belgium's second largest bank, by Credit Sulsse First Boston. The 1m-share issue, worth about

"GLOBAL DISTRIBUTION" is of Switzerland (Securities).

CSFB led the first issue of one country, and not allowed to seek custom elsewhere.

CSFB led the first issue of seek custom elsewhere.

The key Swiss portion was led by SBCI itself, with Credit such a small group, with no delegation to geographical managers, ensures close control over an any of the issuer.

Amid the vogue for "Eurocouity" issues, two distribution to geographical of the alternative.

An example of the alternative west Germany. EBC Amro

completed last week for Trans-america Corporation, the US west coast financial services transport and manufacturing firmer commitment on their part interests. It included a \$38.8m tranche which, with a view to place the paper, but also provides flexibility so that shares can be channelled to the counwas separated off from the US portion—led by Salomon Brethers and Goldman Sachs—end arranged by Swiss Bank Corporation International.

SBCI employed the structure used last year for an issue it made for its parent bank and investor, cuts our multiple

An example of the alternative West Germany, EBC Amro structure was a \$194m offering Bank with the Netherlands and

group which is shedding its regional managers creates a transport and manufacturing firmer commitment on their part interests. It included a \$38.8m to place the paper, but also pretranche which, with a view to vides flexibility so that shares

quick sales.

The alternative view is that the SBCI method adds in an unnecessary layer of management which could diminish the lead was a control of the managers, the whole could diminish the lead share price rose slightly by which could diminish the lead manager's control over the the end of the day.

The Euro-equity market is Retail investors are seen as the most desirable and secure still in the early stages of development Commission levels West Germany, EBC Amro
Bank with the Netherlands and
Banque Nationale de Paris
with France.

SBCI believes delegation to targets for Euro-equity placings, by contrast with the US where institutional investors take up most share issues. The biggest creatil element is managed yet to settle at standard levels, though 3½ per cent is fairly common. Transamerica's were 2½ per cent, the same as for the US part of the sale, while accounts, mainly in Swiss banks. BBL's are 4 per cent. By far the largest proportion of Euro-equities has been placed

of Euro-equities has been placed in Switzerland. For Transamerica, no less than 11 banks took part in management and underwriting there. underwriting there. to corporate clients — demon-An unusual feature for the strates that the focus is still on Euro-equity market of Trans-ensuring secure homes a skist for america's offering was the fact the shares in Europe as fund that it was priced during the managers cautiously shift the trading day, and not at the emphasis away from fixed The Im-share issue, worth about 551m at the current share price of BFr 2,490, has a small group made for its parent bank, and investor, cuts out multiple of four co-lead managers: UK for Britoil's offering. Syndicastockbroker Cazenove. Dresdner bank and union Bank corporation ally among co-managing banks international and Union Bank corporation in the structure apart. Hoth the retail that it was pined tha

# Bougainville cost curbs bring firm end to year

BY KENNETH MARSTON, MINING EDITOR

BOUGAINVILLE Copper, the ing 168,714 tonnes of copper (167 197 tonnes in 1984), Rio Tinto-Zinc group's major (167,197 tonnes of copper open-pit copper and gold producer in Papua New Guinea, 44,277 kg silver (45,009 kg). ● After a gain of C\$3.6m (US\$2.6m or £1.82m) from in-(\$20.2m or £14.4m) in the second half of 1985 to bring vestments sales, the Canadian gold and copper-producing Northgate Exploration has recorded a profit of C\$417,000 for the fourth quarter of 1985. the year's total to K28.1m compared with K11.6m in 1984.

The final dividend is being raised to 5 toea, making a total for the year of 7 toea compared with 4 toea for 1984. Total borrowings have been reduced for the year of C\$2.17m, or 19 to K36.5m, a reduction of cents a share, compared with K15.1m on the amount out- a net profit of C\$2m in 1984

standing at end-1984. when there was a gain of Sales in 1985 totalled 559,953 C\$7.8m on the sale of part of tonnes of concentrate contain- the holding in Whim Creek.

Occidental to sell gas pipeline

OCCIDENTAL PETROLEUM, Mississippi River Transmission the US energy group, has Corporation, a part of Midcon, reached agreement with the in the supply of gas to St Louis. Federal Trade Commission to Since Occidental has large sell 2,200 miles of natural gas resources of natural gas, the pipeline in order to avoid a veto under anti-trust rules of its \$35n purchase of Midcon, writes Our New York Staff.

The commission required the divestment because of the virtual monopoly held by the sell 2,200 miles of natural gas artificially agas, the materials suitable for use in making some engineering ceramic components, but aims to broaden its activities to include the development of finished components made out of high performance ceramics.

# **Bayer buys** control of

research unit By John Davies in Frankfurt

MAYER, the West German chemical group, has bought a majority stake in a private scientific "think tank" as part of its plans to become more involved in engineering ceramics.

It has bought into the Cremer Reseach Institute, which is associated with the Cremer group of companies, a medium-sized family business involved This still leaves a net loss in ceramic products.

The institute, based southern Germany, was set up in 1959 and employs about 30 experts. It has acquired a reputation for pioneering work in aspects of engineering ceramics.

Although details have not been disclosed, Bayer is understood to have taken a 75 per cent stake in the research institute, with the Cremer group retaining 25 per cent.

of high performance ceramics.

# Atlas-Copco lifts profits and dividend by 44.5%

BY KEYIN DONE, NORDIC CORRESPONDENT, IN STOCKHOLM

maker of construction, mining and engineering equipment, increased its profits by 44.5 per cent last year and is increasing its dividend by the same

Profits after financial items rose to SKr 828m (\$111m) from SKr 573m in 1984. The group has recovered strongly during the past two years following a steep drop in profitability in 1982 and 1983, when it was forced to halve its dividend to SKr 3 per share. The board is proposing to increase the dividend for 1985 to SKr 6.50 from SKr 4.50.

Turnover rose by 11 per cent to SKr 10.06bn, reflecting a volume rise of 6 per cent. Some 91 per cent of sales came from markets outside Sweden. The value of new orders booked during 1985 rose by 9 per cent to SKr 10.4bn.

The group said that it expected a further rise in both sales and profits during 1986. sales and profits during 1986.

The chief jump in profitability last year came from the
mining and construction techniques division, with SKr 185m
against SKr 35m. Airpower, the

ATLAS-COPCO, the Swedish compressor division, still contributes the lion's share of group income, however, with profits of Dyno Industrier, the Norwegian explosives, chemicals and plastics group in which Norsk Hydro recently acquired a con-trolling stake, achieved pre-tax profits of NKr 231m (\$31.4m) last year, compared with NKr 182m, writes Fay Gjester

in Oslo. The current year's results are expected to match last year's, and the dividend is to be increased to NKr 3.20 from NKr 3.

Sales rose from NKr 2.9bn to NKr 3.4bn. • Kone the Finnish lift maker, suffered a 28.2 per cent fall in pre-tax profits last year to FM 133.2m (\$25.2m) despite a rise in sales to reach the FM 5bn mark against FM 4.16bn

the previous year, Financial Staff adds. The company said the result fell short of budgeted targets.

**NEW INTERNATIONAL BOND ISSUES** U.S. DOLLARS Mitsui Fin. Int. Sheerson Loberson Brus. Benburs Trust Int. Lloyds Marchant Bank Manii Lynch U.S. LUCLERIS
Mitsui Bank \$1
Gennett Co. (a);
Sevedish Export Cr.;
Xerox Credit Corp.;
Classissis Bank †1
Colynta-Pelmolive;
Austria 1 200 180 180 182 160 190 156 88 23 15–75 190 9.421 9.486 8.875 8.798 9.336 Austria ; Uniferer Cap. Coop. ; Sterling Oreg ; Ireland ; Gén. Occidentale ¶ Banque Peribes Kidder Punhodu Fairmont Financial § lat. Mortgage latera 8. Naz. del Lavero ‡ 2.688 8.555 9.528 AUSTRALIAN DOLLARS 13.555 BMW Finance © ‡ Lloyds Bank NZA ‡ Norak Hydro ‡ D-Marino Optec Dai-Ichi Buoko ¶‡ Destache Bank Fig. ¶‡ 79 718 209 211.75 1996 1986 2001 2006 2011 2016 Neste Oy (d) †‡ Esro-UM Securitie 6.791 6.680 6.452 6.310 Euro-DM Securities Euro-DM Securities 211.76 211.76 880 From-DM Securities SWISS FRANCS Brierley lav. 5‡ Mitsei Bank \*\*5‡ Société Colirecte ‡ 1994 1991 1996 1993 1994 1996 1998 1991 1993 1993 1.875 7.675 5.625 2.508 5.375 5.926 6.080 4.500 5.125 lige Peribas (Selsse) Cristit Seisse Cristit Seisse 125 78 100 75 75 Société Colinecte :
Take les. "4 ;
K Line "4 ;
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K Line "5 ;
Lescadie Ret. Corp. ;
Thousset Breech "1 ;
Rétrachisé Bec. Corp. "1;
Rétrachisé Bec. Corp. "1;
Toya Suisen "9
Cobjete -Paleodive "1;
Boland Corp. "1;
Boland Corp. "1;
Goldyez Tara & R. ;
Santas Essen 4.875 4,789 5,250 5,375 (5,375) 6,250 99 18 200 108 10 1091/2 Setten Europe Kinkado Co. ""‡ 8.576 180% Banque Parlber 田主 1BB 1993 5**% SUILDERS** 28 20 STERLING GMAC (UK) Fig. ‡ 16.839 Danish Kroker Swedegas ‡ 9.316 200 1991 BELGIAN FRANCS BNP (Luxenbourg) \*\*\* LUXEMBOURG FRANCS Union Bk of Norway \*\*† Exector \*\*† Farans Scandic \*\*† Bge Parihas (Lex.) 9.000 Amex Credit Corp (b): 20bn 18bn 30ba 1996 1996 1998 chi int. (Esr)

"Not yet priced. ‡ Final tanna. "" Private placament. 5 Convertible. † Finaling rate note. ¶ With equity warrants. Ø With bond warrants. E Dual correspo. (a) 876-76 first dyrs (after dyrs put option or extend for Gyrs at 972-76). (b) Redesption Rehad to Two / \$ exchange rate. (c) 5bp over 6m Libor. (d) 1/10 over 8 m Libor. (e) 1774-76 less 6m Libor (as atomy market rate). — first coupen found at 946. (f) Minimum coupen, return linked to US property. (g) 3/10 over 6m Libor. Note: Yields are calculated on ARRO bests.



# **Transamerica Corporation**

1,100,000 Shares

Common Stock (\$1 par value)

**Swiss Bank Corporation International Limited** 

Banque Nationale de Parls **Dresdner Bank Aktiengesellschaft** Morgan Grenfell & Co. Limited

**Credit Suisse First Boston Limited** EBC Amro Bank Limited Union Bank of Switzerland (Securities) Limited

Switzerland

Swiss Bank Corporation International Limited

Credit Suisse First Boston Limited

Union Bank of Switzerland (Securities) Limited

Banca del Gottardo Bank J. Vontobel & Co. AG

Sarasin Investment Management Limited

Compagnie de Banque et d'Investissements, CBI

Bank Julius Baer & Co. AG Bank Leu International Ltd HandelsBank N.W. (Overseas) Ltd. Swiss Volksbank

West Germany

Dresdner Bank Aktiengesellschaft Great Britain

Morgan Grenfell & Co. Limited

Crédit Commercial de France

Swiss Bank Corporation International Limited Placing of the Shares by Cazenove & Co.

Netherlands **EBC Amro Bank Limited** 

Banque Nationale de Paris Banque Indosuez

Banque Paribas Capital Markets Limited . Crédit Lyonnais

Société Générale

Other European Nations Swiss Bank Corporation International Limited

These securities have not been registered under the United States Securities Act of 1933 and may not be offered or solid in the United States or to United States persons as part of the distribution.



# PHILIP MORRIS COMPANIES INC.

U.S.\$200,000,000

97/8 per cent. Notes due 1998

Swiss Bank Corporation International Limited

Banque Paribas Capital Markets Limited **Dresdner Bank Aktiengesellschaft** 

Shearson Lehman Brothers international Algemene Bank Nederland N.V.

Banque Nationale de Parls Citicorp Investment Bank Limited Crédit Commercial de France **Dalwa Europe Limited** Generale Bank

LTCB International Limited Mitsubishi Finance International Limited Salomon Brothers International Limited Westdeutsche Landesbank Girozentrale

Banca del Gottardo Bank Leu International Ltd

Compagnie de Banque et d'Investissements, CBI Swiss Volksbank

Nomura International Limited Union Bank of Switzerland (Securities) Limited **BankAmerica Capital Markets Group** 

**Credit Suisse First Boston Limited** 

Baring Brothers & Co., Limited Commerzbank Aktiengesellschaft Crédit Lyonnais Deutsche Bank Capital Markets Limited Lloyds Merchant Bank Limited **Merrill Lynch Capital Markets Orion Royal Bank Limited** Société Générale Wood Gundy Inc.

> Bank Julius Baer & Co. AG Bank J. Vontobel & Co. AG HandelsBank N.W. (Overseas) Ltd.

This announcement appears as a matter of record only.

February, 1986

This announcement appears as a matter of record only

US MONEY AND CREDIT

# Euphoria as oil price doubts are cast aside

IT HAS taken the US capital markets some time to decide that world oil prices have genuinely cracked. But last week the whole of Wall Street cast doubt aside and was swept along in a wave of euphoria as one amouncement after another confirmed that the oil producers were driving down their prices

By Friday morning, after a week of mounting excitement, when the Treasury long bond was poised to fall through the 9 per cent yield mark and with a little help from the latest round of economic statistics, it took scarcely any time at all for dealers to knock it down and drive it back to 8.94 per cent

US DOLLAR

STRAIGHTS

AlfC 0/S fis 11½ 94 100 1057, -0%

AlDC 11½ 80 100 101½ 0

Amer Savings 12½ 89 125 104½ +0%

Amer Savings 12½ 89 100 1055, +0%

Asstrails 11½ 93 100 1054, +0%

Austrails 11½ 95 100 1054, +0%

Austrails 11½ 96 100 1054, +0%

Austrails 11½ 96 100 11½, +0%

Bank of Tokyo 13½ 81 100 11½, +0%

Bark of Tokyo 13½ 81 100 11½, +0%

Bark of Tokyo 13½ 81 100 11½, +0%

Br Cof Hydro 12½ 14 200 11½, +0%

Br Cof Hydro 12½ 13 20 11½, +0%

Br Cof Hydro 12½ 13 20 11½, +0%

Br Cof Hydro 12½ 13 20 11½, +0%

Casasa Nat En 11½ 95 125 100 104, +0%

Casasa Nat En 11½ 95 100 104, +0%

Casasa O/S 88 100 100 104, +0%

Calcasp O/S 11½ 80 100 100 104, +0%

Calcasp O/S 11½ 80 100 101, -0%

Calcasp O/S 11½ 80 100 101, -0%

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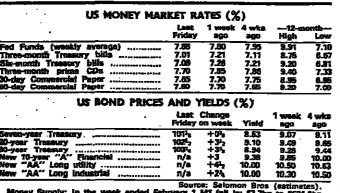
THE LEWIS

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و عالم المناسلة المناسلة ا

y & Co AG 1 gis Co. AG |

rsearill :



by the end of trading.

Significantly, this was the period of extended shock.

Separation of overseas -- Wall Street's verdict has now come down unequivocenergy values which sent fuel prices soaring for poor Third World producers, has now come down unequivocinto the stratosphere and the the political instability it could ally on the side of the positive

FT/AIBD INTERNATIONAL BOND SERVICE

Saskatchewan 10<sup>2</sup>, 92 100
Saskatchewan 10<sup>2</sup>, 90. 125
Saskatchewan 10<sup>2</sup>, 90. 125
Seskatchewan 11<sup>2</sup>, 89 100
Saskatchewan 15 82 150
Saskatchewan 16 82 150
Saskatchewan 16 82 100
Saskatchewan 16 92 100
Saskatchewan 16 92 100
Shell (Canada) 14<sup>2</sup>, 92 125
Signal Comps 11<sup>2</sup>, 92 125
Signal Comps 11<sup>2</sup>, 92 125
Signal Comps 11<sup>2</sup>, 82 125
Signal Comps 11<sup>2</sup>, 82 125
Signal Comps 11<sup>2</sup>, 89 150
Sumitomo Corp 10<sup>2</sup>, 89 150
Sumitomo Fin 11<sup>2</sup>, 81 150
Sumitomo Fin 11<sup>2</sup>, 83 150
Swedish Export 10<sup>2</sup>, 83 160
Swedish Export 11<sup>2</sup>, 89 100
Talyo Kobe 11<sup>2</sup>, 80 100
Talyo Kobe 11<sup>2</sup>, 80 100
Talyo Kobe 11<sup>2</sup>, 80 100
Talyo Kobe 11<sup>2</sup>, 90 200
Texaso Capital 10<sup>2</sup>, 90 200
Texaso Capital 10<sup>2</sup>, 90 200
Texaso Capital 10<sup>2</sup>, 93 200
Texaso Capital 10<sup>2</sup>, 93 200
Texaso Rastu 11<sup>2</sup>, 91 150
Tokso Asia 12<sup>2</sup>, 91 100
Tokyo Elee Pr 13<sup>2</sup>, 89 100
Tokyo Elee Pr 13<sup>2</sup>, 89 100

Tokal Asia 124 ST 100
Tokyo Elec Pr 134 89 100
Tokyo Metrop 127, 94 50
Tokyo Metrop 127, 92 50
Und Tech 114, 92 50
Und Tech 114, 92 150
West LB 117, 90 100
Westpac 127, 92 100
Westpac 127, 92 100
Westpac 127, 92 200
World Bk 117, 99 200
World Bk 117, 99 200
World Bk 117, 99 200
World Bk 127, 94 150

MOTES | Issued Price | Week C.cpr |
African Dev Bk 1, 96 ... | 100 | 100 | 0 | 31 |
Arab . Sank Corp 1, 95 | 100 | 295 | 100 |
Banca Lavoro 1, 91 ... | 100 | 100 | 0 | 32 |
Banca of Ricans 1, 92 ... | 100 | 100 | 0 | 0 | 32 |
Banca of Ricans 1, 92 ... | 150 | 100 | 0 | 97 |
Bankers 1r NY 1, 94 ... | 200 | 200 | 0 | 97 |
Bankers 1r NY 1, 94 ... | 200 | 200 | 0 | 37 |
Bankers 1r NY 1, 94 ... | 200 | 200 | 0 | 37 |
Bankers 1r NY 1, 94 ... | 200 | 200 | 0 | 37 |
Bankers 1r NY 1, 94 ... | 200 | 100 | 0 | 37 |
Bqa Nat Paris 1, 98 ... | 400 | 100 | 0 | 0 | 37 |
Bqa Nat Paris 1, 95 ... | 400 | 100 | 0 | 0 | 37 |
Bqa Nat Paris 1, 95 ... | 250 | 100 | 0 | 37 |
Bancary 0/S 1, ... | 500 | 100 | 0 | 37 |
Bancary 0/S 1, ... | 500 | 100 | 0 | 37 |
Bancary 0/S 1, ... | 500 | 100 | 0 | 37 |
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Bancary 0/S 1, ... | 500 | 100 | 0 | 37 |

FLOATING RATE

imp/c: of the change. showing a 0.7 per cent decline
The strength of the sentiment in finishing producer prices in
over oil was enough to blot out January. A great deal of this
completely the previous week's fail reflected events in the oil litters over the possibility that market, where cuts in the price the Gramm-Rudman deficit re-of crude are at last beginning duction law might be thrown out on constitutional grounds by the courts. Equally forgotten was the recent strong employ-ment data, particularly after the announcement that indus-trial production gained only a modest 0.3 per cent in January, showing a deceleration from the 0.7 per cent in December. "Although economic activity may be picking up, it is not over-heating," says Mr Stan Kahan, chief financial economist at Kleintort Benson. "It is almost as if everything '10 ever wanted is happening."

The indications that the economy is growing in a way that can be sustained without re-igniting inflation were rein-forced this week by figures

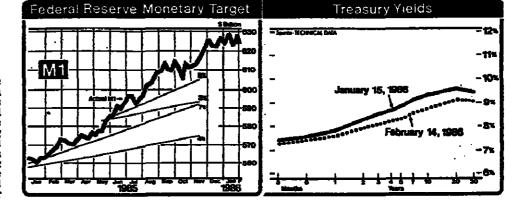
YEN STRAIGHTS Issued Prica Asian Dev Bx 72, 94 ... 15 1052, Avon Products 67, 61 ... 25 864, Dow Chemical 7 94 ... 50 1013 EDF 67, 95 ... 10 1034 Eurofina 67, 92 ... 10 101 FNMA 67, 92 ... 50 102 GMAC 67, 90 ... 25 1913, Intel 67, 92 ... 12, 5 57, Intel 67, 92 ... 15 1034

to feed through into refine products. "As evidence mounts up in terms of weakening prices, it looks more and more likely that Inflation in 1986 will be well behaved," says Mr Kahan.

Over the medium term, many analysis believe that the sub-dued state of inflation may soon lead to another boost to the credit markets through a further cut in the count rate. According to minutes of the Federal Reserve Board's Open Market Committee meeting, the central bank decided at its last meeting on December 16-17 to east credit conditions, saying that it would thek to "decrease somewhat" the pressure on the

reserve position of the banks.

With inflation running at a low level, continuing oil price



cial commitments with money such an expensive commodity, analysts argue that the Fed has both the room to engineer a fall in rates and the inducement

The central bank will have The central bank will have the opportunity to indicate something more about its cur-rent thinking this week, when Mr Paul Volcker, the Fed chair-man, appears in Washington to give his half-yearly testimony to Congress.

Just how much inflation fears have retreated is evident from the current shape of the US yield curve, which has been reductions, and the need to help hard-stretched. Third World countries which are finding it even harder to meet their finan-

rates remained steady. When the Treasury long bond dropped through 10 per cent back in mid-November, three-month bills stood at 7.21 per cent and six-month bills at 7.26 per cent. Or Friday the short rate issues On Friday, the short rate issues were at 7.01 per cent and 7.10 per cent respectively, despite the decline of a full percentage point in the 30-year bond. Given that the long bond is regarded as one of the most

where yields also fell sharply, the week saw strong activity by several mortgage financing institutions. Among other issuers, Commonwealth Edison offered \$150m of 101 per cent 30-year bonds priced to yield 10.555 per cent, while Freuhauf floated \$50m of 10-year notes with a 91 per cent courses and with a 91 per cent coupon, and General Motors Acceptance came to market with a \$600m package, consisting of \$300m of three-year notes at 81 per cent, sensitive barometers available of inflation expectations, it is not surprising that economists should be emphasising the seather change in sentiment that has taken place since around to yield 9.43 per cent.

Terry Dodsworth

UK GILTS

# Hopes of prudent Budget boost confidence

-1 44.19 +11<sub>2</sub> -6.5° -2 238 +27<sub>2</sub> 0.48 +28<sub>2</sub>-100.00 +01<sub>3</sub> 77.5° -31, 17.77 +85 6.13 +4 -0.8° -3.6° +5 1.00 +11<sub>4</sub> 80.9° +21, 67.37 +21, 67.37 +11<sub>4</sub> 0.5° THE UK Government's new tap tax cuts drew support from the similar dilemma but remained "I don't think that squares with stock received an enthusiastic welcome to the gilts market last week. In the tender on Wednesday all offers over £941, half a point above the mini-mum, were allotted in full, and the small amount that remained would not, the market was told,

be operated as a tap.
On Friday, the Government broker began to sell more of the £20 paid stock, possibly out of the £200m that had been set aside for the National Debt Commissioners. The resulting confusion was not unsettling enough to reverse the week's gains, however, nor to shake the confidence that set in after the Prime Minister and the Chancellor on Thursday promised that next month's Budget would be "prudent and cautious."
The market appeared to take

Mrs Thatcher's expectation-dampening literally, and began to look forward to a Budget without vote-buying tax cuts. Instead, it is anticipating a relatively stable public sector strict application of the Chanborrowing requirement, and improved prospects for a cut in
interest rates.

The following is course, to expect the political balance
is course different to 1981 when

The argument that falling oil is very different to 1981, when 1986-87," says Mr Robert Ballan-prices have left no room for Sir Geoffrey Howe faced a tine of broker Laurie Milbank.

"Green Budget" presented last true to the monetarist faith, week by the Institute for Fiscal Studies. It calculates that reduced oil tax revenues wipe out the scope for "fiscal adjustion of t the scope for "fiscal adjust-ment" when the oil price reaches £14 — around \$19 a ment when the oil price lectually fastidious a Chancellor reaches £14 — around \$19 a as Mr Lawson can withstand them."

reacted unhappily," said Mr Ian pr Harwood, of broker Rowe & £1 Pitman. "It would have suggested that the Government was leviating from its path, and that it was deviating because of worries about its electoral performance. That would have enhanced the political risk factor in the market."

The Prime Minister's perform-

ance in Parliament last week has not convinced the entire City that tax cuts will not materialise on March 18. Mr Robert Thomas, of stockbroker W. Greenwell, agrees that a

\$1.35.

"If the Government went ahead with tax cuts regardless, a full £1bn of tax cuts with a PSBR of £8bn—though with a

and there are now reduced risks to the authorities eczing economic policy at the margin."
The Bank of England's funding policy in recent weeks cer-tainly does not make the PSBR

target of £7.5bn assumed in last year's Budget look sacrosanct. "Two full-size tap stocks with calls delayed into the next financial year will have chalked up funding of £1.33bn in the first two banking months of 1986-87," says Mr Robert Ballan-

the Prime Minister's statement about the Budget."

Mr Ballantine expects a PSBR target of £8.5bn to be an-nounced — not significantly higher than the figure of £8bn forecast for the current year, but still higher than the gilts market now appears to be ex-

Tuesday's announcement of PSBR of £8hn—though with a probable eventual overshoot of £1.5bn.

"The longer term supply side gains from lower oil prices to the industrialised economies will allow faster growth and lower unemployment at steady or declining rates of inflation, and there are now reduced with a continues to turn in disconnection. continues to turn in disappointing sales figures and is still film short of its target contri-bution to funding. High tax receipts, however, would provide some encouragement for the view that buoyant non-oil revenues may help to offset the

> Brokers' forecasts for th Government's surplus on January PSBR range from £1.7bn to £2.5bn. George Graham



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November 26, 1985

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# Charles Batchelor on the people behind the £173m bid for Extel

# Earl's team faces uphill struggle

volved in some innovative deals in his time. But nothing, he confesses, has prepared him for the stir caused by the audacious £173m takover bid for Extel from Demerger Corporation. Dismissed by Extel chairman, Mr Alan Brooker, as "the junklest of junk bond offers" and received by the City with

a mixture of amazement and amusement, the Demerger plan will have an uphill struggle to with have an upmin struggle to establish any credibility.

Even before Earl and his team have put together their formal offer document, the odds have moved sharply against

them with the intervention of Robert Maxwell, who has built up a 13.5 per cent stake in Extel. What Earl and his team are

what Earl and his team are proposing is the acquisition and break-up of Extel into its five component parts. Activities such as publishing and printing would be floated off and Demerger would "bolt on"

shares for shares and loan notes in the newly-created Demerger Corporation, a creature without precedent on the UK takeover scene. If the revitalised Extel does well Earl and his backers would be rewarded by a 15 per cent stake in the core informa-

tion business. has looked at what is happen-ing in the market and decided to take four leaps in evolution and assume the City will go along," said one fund manager. ausement and then turned to more serious things," com-

CHANGES IN company stakes Restro. announced over the past week Occor

NEW ISSUE

announced over the past week include:

Polly Peck — Restro Investments (a private company beneficially owned by Mr Asil Nadir) has purchased a further 400,000 ordinary shares—250,000 at 145p, 100,000 at 154p and 50,000 at 154p and 50,000 at 154p. Mr Nadir holds 29,913,526 tor, has exercised option to ordinary (27.5 per cent) of which 28,237,960 are held through

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**Bank of Tokyo International Limited** 

Crédit Lyonnais

**Banque Paribas Capital Markets Limited** 

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LTCB International Limited

Mitsui Trust Bank (Europe) S.A.



Mr Michael Rhode (left), chairman of Demerger, and Mr

SHARE STAKES

insists he means business, "If our bid is so nonsensical why did Extel go to the trouble of sending out a detailed defence document before we have even made our formal offer?" he

Demerger would "bolt on" a new top management layer to the core business and sporting information operation. This would allow Extel to exploit what Earl sees as its unrealised potential.

But to achieve this Earl must persuade Extel's shareholders to swap their existing shares for shares and loan notes sending out a detaused userance document before we have even made our formal offer?" he asks.

In the absence of a cash alternative to Demerger's all-paper offer the prospects for the bid depend almost entirely on the credibility of Earl and his team. So who are the men, and women, who have given Extel such a fright?

fright?
Still only 31, Earl is managing Still only 31, Earl is managing director and a 50 per cent share-holder in IfincorpEarl, a small corporate finance house set up last May with the help of Saudi and Kuwaiti funds. IfincorpEarl specialises in raising small packages of convertible Euroboud finance for corporate clients, placing the bonds with a network of Middle Eastern lenders.

It has also arranged a couple It has also arranged a couple

It has also arranged a couper of small private company acqui-sitions and has ambitions to develop its mergers and acquisi-tions business on a grander

and acquisition specialist with Lazard Brothers and Bear Stearns, the US investment bank, and three others with account-ancy and stockbroking back-

grounds.

A half-share in InncorpEarl is owned by Inncorp SA, a Luxembourg-registered fund management group with \$100m of Saudi and Knwaiti assets.

After reading ancient history and philosophy at Oxford and economics at Harvard, Earl joined the Boston Consulting Group, the prestigious US business consultancy.

But the long hours and the feeling he wanted to see if he could actually apply the remedies he had helped devise remedies he had helped devise as a consultant, prompted a move to Blyth Eastman Dillon International, the US securities firm. It was while he was with Blyth that Earl initiated work on bringing Orifiame International, the Luxembourg-registered cosmetics group, to the London Stock Exchange. This flotation, which finally took place

Jones, director, sold 16,500 ordinary shares and holding amounts

Joseph Webb — F. R. Jeynes, director, purchased 20,000 ordinary on February 7 at 20p.

Group - P. Zetter, disposed of 25,000

nary on February 7 at 20p.

ASDA-MFI—H. Plotnex, director D. R. Carpenter, purtor, disposed of 189,621 ordinary chased 20,000 ordinary at 70p.

to 132,860 (3.4 per cent).

Zetters

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**GOOD** YEAR

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Earl then moved to Orion Royal Bank, part of the Royal Bank of Canada group, where, in 1982, he played an important of rescue finance for Laker Airways. Within less than 48 hours, however, the rescue hid failed after being dubbed " inrealistic" by one of the joint receivers.

It was while Earl was at Orion that he established the Middle Eastern contacts which have proved so useful since. These were strengthened when he moved to the Bahrain-based Arab Banking Corporation as a director of its newly-established London merchant bank. He took it into contested UK takeover blds, advising Finlan Group, a textile company, on its offer for Lincroft Kligour, a small textile company.

This controversial and bad tempered bid battle prompted censures from the Takeover Panel for both sides and an admission from Earl that his team had compared Finlan's pre-tax profits with Lincroft's ost-tax results in one share-

The Finlan connection has emerged again in the Demerger bid for Extel. Mr Michael Rhode, chairman for the past three months of Finlan, and a friend of Earl's since the latter's Orion days, is chairman of Demerger.

of Demerger. Yale-educated Rhode, 45, a computer software expert, will provide the software expertise developing Extel's services if the bid succeeds. How credible does the City find the Demerger team and their advisers Ifincorp Earl?

Not very, is the blunt answer. "The names don't mean a lot to me." commented one fund develop its mergers and acquisite London Stock Exchange. This to make, commented one fund the looked at it with some business on a grander flotation, which finally took place in 1982, was one of the first said another, "I've heard of them," said another, "but I do not see lostances of a non-UK company any grounds for believing they needed another.

Despite the City's scorn, Earl wife Emma, formerly a merger market, obtaining a Stock it is at the moment."

> altering total to 1,523,832 shares (0.15 per cent), also P. R. Baines, director, disposed of 17,777 reducing holding to 150,000 shares (0.14 per cent).

Ciuff Oil—L. E. Letts, a director, purchased 30,000 ordinary shares.

February, 1986

# London Park in £18m hotel deals

London Park Hotels is buy-hotels group, for £6.25m in ing two hotels for a total of cash. £18m in shares and cash in The Prince of Wales purchase deals which will double the number of rooms it offers to 1,200 and increase the number f hotels it operates to six.

London Park has conditionally agreed to pay £11.75m for the Prince of Wales Hotel in

the Prince of Wales Hotel in London W from two companies associated with Mr Nurdin Jivraj, deputy chairman of London Park—Ruvicon Trading and Finance and Stagbourne.

The Prince of Wales has 316 bedrooms, but these may be reduced to about 280 under plans to reposate it to threeplans to renovate it to three-star standard. This work is expected to mean the hotel will be closed for 18 months.

London Park also plans to purchase the 180-year lease of the 307-room Crest Heathrow from Bass, the brewing and

will be funded by a cash payment of £6.59m and by the Issue of 1.2m new shares. ANZ Merchant Bank has agreed to buy these shares for £5.16m and has conditionally placed them at 430p per share, principally with institutional chents of Capel-Cure Myers, London Park's stockbrokers.

London Park plans to con-centrate on the commercial sector rather than the tourist trade and is continuing to look for further acquisitions. It estimated pre-tax profits rose to not less than £1.5m in the year ended December 1985 from £594,000 previously. The board expects to recommend a final dividend of 6.5p taking the total dividend to 10p per share,

# Rank in talks with ECC

Rank Organisation is understood to be in talks with English China Clays hammering out the details of a purchase of the quarrying group's leisure interests for close to £40m.

Under the guiding hands of Sir Patrick Meaney and Michael Gifford, chairman and chief executive respectively, Rank has undergone a significant restruc-

undergone a significant restruc-turing much improving its image in the City. They are now looking for acquisitions.

The group has recently purchased the loss-making Blue Sky Tour operation from British Caledonian and now Rank is hoping to add ECC's Haven Holidays and Blue Line Cruisers to the holiday interacts which

to its holiday interests which include Wings, OCL and Butlins. ECC's leisure activities have

and increased operating profits by over £1m to £3.76m in the last financial year on a near £4m improvement in sales to £20.82m. The activities were originally encouraged by ECC as a way of utilising exhausted quarries but they remain peripheral to the core mineral operations which ECC is keen to expand.

Haven operates holiday parks Haven operates holiday parks in both the UK and the Contin-

ent. Last year its domestic operations were slightly restructured with the sale of one holiday park for £860,000 and the purchase of one in Torbay for £370,000 which is currently being refurbished for the 1986

Holiday parks in France and Spain are marketed under the Haven Abroad banner.

### FINANCIAL DIARY FOR THE WEEK

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official indications are not always available whether dividends concerned are interims or finals. The sub-divisions shown below are based mainly on last year's timetable.

COMPANY MELTINGS—
FULCIUM INV TSt. Royal York Hotel, York,
12.30 Sept. Group, Chartered Accountants Hall, 11 Copthall Avenue, EC,
12.00 MELTINGS—
ECALOR
ENTRY

DIVIDEND & INTEREST PAYMENTS— istol Of and Minerals 10pc2pdPf Bristol Off and Minerals 0.675p Florming Oversess Inv Tst 1p Forminater 2.03p Priest, Marians Hidgs 14p. 6 Orminates 20.3 149. SpcPl 11.9p (cottish and Newcastle Breweries 2.19p (person) Commission (Commission Commission Commiss

-12-13-14 £3.259
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COMPANY MEETINGS— eburn inv Tst. 21 Moorhelds, EC. 2.45 doey. Plume Screet, Birmingham, 12.00 BOARD MEETINGSJ<sub>16</sub>

Pressey Star Computer Tor Inv Tst DIVIDEND & INTEREST PAYMENTS-labor Panels lines 1p atters 0.5p

anvermoor 2.Asp arcio Engineering Group 4p onnerroank Overseas Finance Fits Rate Nt 1989 \$226.04 archo Lodge and Knight Group 1.35p English and New York Tst 1.5p Excheduer 10-pc 1997 5-pc First Chicago Overseas Finance Gts Fits Rate Subord Nts 1994 \$212.43 leave (Rate Subord Nts 19 reacert) Group 2p. MV A 1.5p Arthur) 1.5p Bank Prim Cap Und Fity Rate Mts 83

SUNDAY FEBRUARY 23 DIVIDEND & INTEREST PAYMENTS-restery 24pc IL 2011 14pc

### BASE LENDING RATES

ABN Bank 121%	Hambros Bank 121%
Allied Dunbar & Co. 121%	Heritable & Gen. Trust 121%
Allied Irish Bank 124%	# Hill Samuel1121%
American Express Bk. 121%	C House & Co 1910
Amro Bank 12:%	Hongkong & Shanghai 121%
Henry Ansbacher 12 %	Johnson Matthey Bkrs. 121%
Associates Cap. Corp 124%	Knowsley & Co. Ltd 13 %
Banco de Bilbao 121%	Lloyds Bank 12;%
Bank Hapoalim 121%	Edward Manson & Co. 131%
Bank Leumi (UK) 121%	Meghraj & Sous Ltd 12:2
	Midland Bank 1219
BCCI 12196 Bank of Ireland 12196	Morgan Grenfell 121%
Bank of Cyprus 12:36	Mount Credit Corp. Ltd. 121%
Bank of India	National Bk, of Kuwait 1219
Bank of Scotland 121%	National Girobank 121%
Banque Belge Ltd 121%	National Westminster 121%
	Northern Bank Ltd 121%
Barcleys Bank 12195	Norwich Gen, Trust 12176
Beneficial Trust Ltd 13 %	Possicie Gen, Trust 1210
Brit. Bank of Mid. East 12 %	People's Trust 131%
Brown Shipley 121%	PK Finans, Intl. (UK) 131%
CL Bank Nederland 121%	Provincial Trust Ltd 1319
Canada Permanent 121%	R. Raphael & Sons 121%
Cayzer Ltd 121%	Roxburghe Guarantee 13 %
Cedar Holdings 13 %	Royal Bank of Scotland 121%
Charterhouse Japhet 121%	Royal Trust Co. Canada 12 0
Citibank NA 121%	Standard Chartered 121% TCB 121%
Citibank Savings 1121%	Trustee Contact Deals 1016
City Merchants Bank 121%	Trustee Savings Bank 1210
Clydesdale Bank 121%	United Bank of Kuwait 121%
C. E. Coates & Co. Ltd. 13 %	United Mizrahi Bank 121%
Comm. Bk. N. East 121%	Westpac Banking Corp. 121%
Consolidated Credits 121%	Whiteaway Laidlaw 13 %
Continental Trust Ltd. 121%	Yorkshire Bank 121%
Co-operative Bank 124%	Members of the Accepting Houses
The Cyprus Popular Bk. 12 9	Committee,
Duncan Lawrie 121%	8.7 day day-le- 6.7994 d

# EQUITIES

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Price	A Page		T)	High	Low		50		L	F 8		_
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### EIVER INTEREST STACKS

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### RIGHTS OFFERS

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Renunciation data usualty last day for dealing free of stemp doty. A Figures based on prospectus estimates. g Assumed dividend and yield. F Forecast dividend cover on samings updated by lettest interim statement. H Dividend and Yield based on prospectus or other official estimates for 1984. I redicated dividends: cover relates to previous dividend: p/s ratio based on luttest extues samings. p Forecast otherwise indicated. 1 lesued by tender. I Offered holders of ordinary sharts as a "rights." \*2 issued by way of capitalisation. I finding price. \$5 Reintroduced. T issued in connection with corpositation. merger or takoners. E Allotment price. \$ Unlisted securities market. If Dealt in under Rule 535 (4) (a). †† Units comprising two ordinary, one preference and one warrant.

The following securities have been added to the shale Information Services: Adelaide Petroleum (Section: Oil

FT Share Information Chancery Securities (Banks, Hire Purchase, Leasing, etc.)
Jacques Vert (Drapery and Stores) Key City Properties (Property) Ottor Exploration (Mines-Austra-lian)

-

### PENDING DIVIDENDS

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last year's announcements except where the forthcoming board meetings (indicated thus') have been officially notified. Dividends to be declared will not necessarily be at the amounts in the column headed "Announcement last year."

Fetroleum...Feb 20 Final 20.0 Britoil .......Mar 21 Final 8.2 Cadbury Schweppes...Mar -ment...Mer 14 Final 4.0 Ceramic.,.Mar 22 Final 4,0 \*Hong Kong and
Shanghai Bkg...Mar 11 Finel \$0.31
Horizon
Travel.....Mar 19 Final 3.52
ICI ......Feb 27 Interim 18.0 Biscuits...Mar 13 Final 4.8 Vickers .......Feb 24 Final 6.0 Hughes...Mar 13 Interim 3.0 Lex Service ... Mar 6 Final 6.5 "Lloyds Bank ... Feb 28 Final 17.0 "Low and nicale...Mer 12 Final 1.75

Bonar.....Mar 10 Final 8.7 McAlpine (A.) Feb 24 Final 7.5

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BOARD N	MEETINGS	
The following companies have notified	veetment Trust.	
old for the purpose of considering	FUTURE DATES	
allable as to whether the dividenda	Cope Alimen fernments	
e interime or finals and the sub- visions shown below are based sinty on last year's timetable,	Harvey and Thompson	Feb 2
TODAY	Tor Investment Trust	
Peter, Afred Walker	Crown International Beads	45-6-6
Finels:—C.S.C. Investment Truet, bron investments, Temple Bar in	Femily Investment Trust McAlpine (Alfred)	

## Granville & Co. Limited Member of The National Association of Security Design

8 Lovat Lane London EC3R 8BP Over-the-Counter Market

E000's	·	_	Change	Gross	Yield	-	Fully
	Company	Price	on week	div. (n	1 %	Actual	*****
4,296	Ass. Brit. Ind. Ord	126	+ 4	7.3	' 5.B	~~~	WATE
=	ASS. BITT. INC. CULS	131	<b>+</b> 4	10.0		7.7	7.2
4,052	ANTSPRUNG GIOUS	70			7.6		
850	Armitage and Rhodee	34		6.4	9.1	11.7	15.2
54,597	Bardon Hill	170	<del>-</del> 1	4-3	12.6	4.2	5.0
3,138	Bray Technologies		+ 2	4.0	2.4	21.5	22.4
483	CCL Ordinary	67	÷ ī	3.9	6.8	7.0	8.0
1,238	CCL 11% Conv. Pref.	138	+ 1	12.0	8.7	3.4	3.2
8,099	Carborendum Ord.	99	+ 1	15.7	15.9	_	<u> </u>
637	Carporandam Old. ""	135	+ i	4.8	3.6	6.7	10.5
4.439	Carborundum 7.5% Pi	91	_	10.7	11,8		
3.034	Deborah Services	58	+ 1	7.0	12.1	6.1	7.9
1.718	rrederick Parker	21	· <u>-</u> -				/.5
		93	+ 3	_	=	3.8	6.8
2.639	ING, Precision Castings	55	· <u>-</u> -	3.0			
12,980		163	=	15.0	4.5	17.1	14.3
6,197	Jackson Groun	119	=		9.2	12.5	18.7
44,553	James Humanah	319	+ 3	5.5	4.5	9.0	8.0
3,212	JOHNUS BUTTOURK GOV DA	92x	a∓i	15.0	4.7	10.0	10.0
6.669	JOHN HOWARD & Co	84 84		12.9	14.2		_
29,767	Minihouse Holding NV		:=	5.0	7.8	5.1	8.0
714		910	+25	8.9	<b>0.8</b>	38.7	37.8
1,200	Secutions 141	70	+ 3	_	_	9.1	20.0
1,684	Torday and Coliste	30	_		-		7.7
1,473		69	+ 2	5.0	7.2	3.5	6.3
6,751		325	-	4.3	1.3	18.5	18.2
15,921	Unitack Holdings	43	+ 3	2.1	4.9		11.4
4,668	Walter Alexander	132	Ť	8.6	6.5	7.5	9.1
+,005	W. S. Yestes	200		17.4		12	
				46.4	8.7	3.7	9.8

# FINANCIAL TIMES STOCK INDICES

i	14	13.	12	11	10	7	High	Low	High	Low
Government Secs.	82.55	82.07	82.20	62,15	88,24	81.49	84.57	78.02	127.4	49,18
Fixed Interest		87.68	87,65	87,40	87.41	87.30	90.38	82.17	150.4	50,53
Ordinary		1212.5	1205.6	1191,4	1195,5	1187.7	1919.8	911,0	1218,8	49.4
Gold Mines	317.1	8,08	330.5	326,7	328,3	822.0	536.9	257,9	754.7	48,6
FT-Act Ali Share		718,54	714.06	707,48	709.37	702,16	719,01	581.88	719,01	61,92
F7-8E100	1477.9	1473,5	1470.0	1453,9	1461.5	1445,0	1477.9	1206.1	1477.9	986,9

LADBROKE INDEX 1,214-1,218 (+8)
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Yasuda Trust Europe Limited

Banque Nationale de Paris

Dai-Ichi Europe Limited

**IBJ** International Limited

Société Générale

Commerzbank Aktiengesellschaft

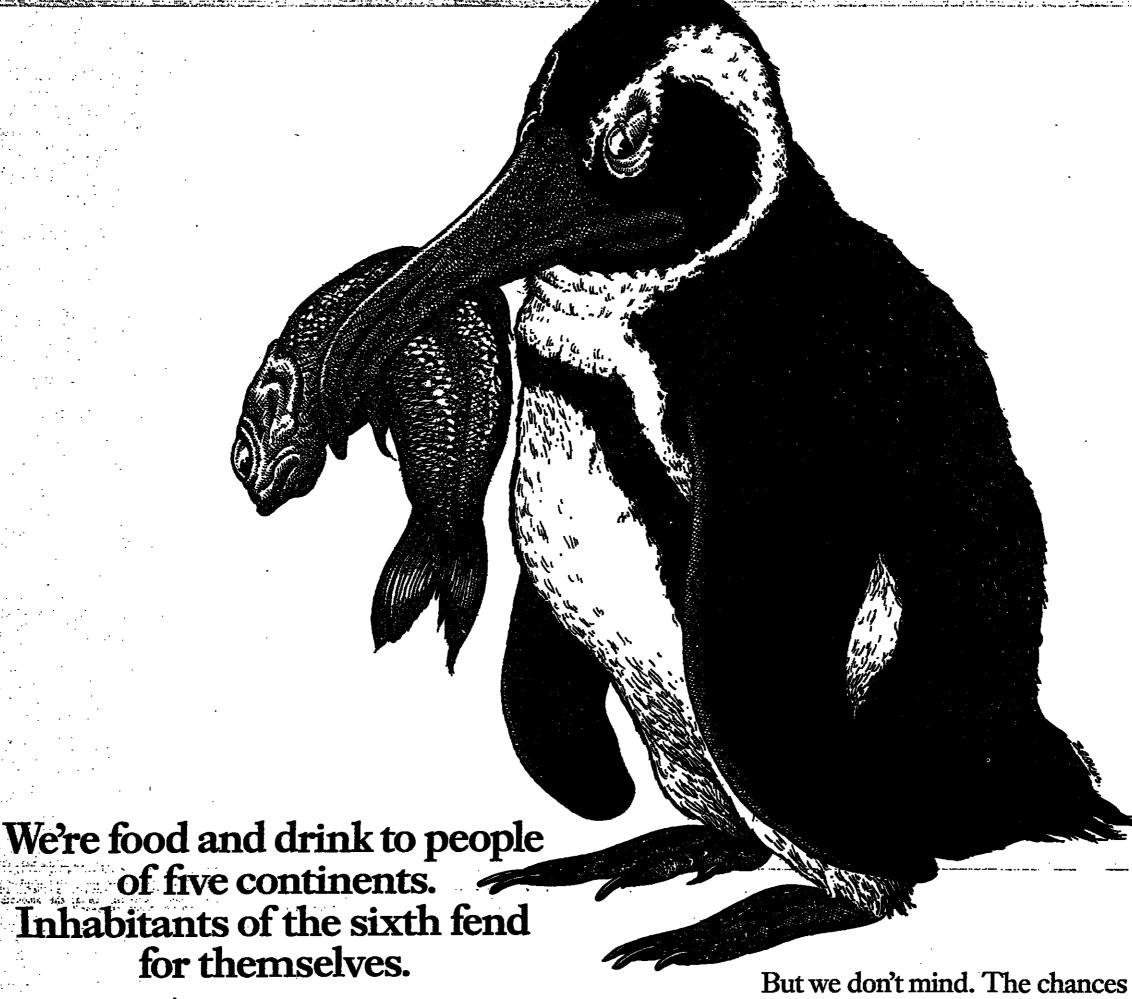
Kredietbank International Group

Sumitomo Finance International

Nippon Credit International (HK) Ltd.

Takugin International Bank (Europe) S.A.

Mitsubishi Trust & Banking Corporation (Europe) S.A.



Primitive though they are, most of the population of Antarctica know exactly where their last meal came from.

Which is something that can't be said of the people of the more advanced countries of the world.

In the States they think Baskin-Robbins, one of the world's biggest ice-cream chains, is as American as Apple Pie. Which is hardly surprising as it's run entirely by Americans.

But it's owned by Allied-Lyons. A British company.

Clogs, windmills, tulips, advocaat, what could be more Dutch?

The advocaat. Warninks, Holland's biggest producer of advocaat is British owned and it's part of Allied-Lyons.

All over the world people have got into the habit of drinking sherry before, during or after a meal. Hardly the thing to do, eh what? But we don't mind. The chances are they're drinking Harveys, the world's biggest selling sherry, once again from Allied-Lyons.

It's much the same with port.

In over 50 countries they don't know, or care, which way to pass the port. But they do know which port to pass. It's Cockburns.

We could go on.

Allied-Lyons have over 200 brands, many of which are household names in countries the world over. But we're not just sitting back counting the profits, considerable though they are.

This financial year alone, we plan to invest a massive £190 million in the business and in 1985 we launched well over 100 new products worldwide.

Last year we made record pre-tax profits of £219 million and achieved £945 million worth of business overseas, without any help from our flippered friends down there in Antarctica. Allied-Lyons

## **MANAGEMENT**

John Garnett

# A torch-carrier for positive leadership

John Lloyd profiles the retiring director of the Industrial Society

in the ammunition room of the HMS Malaya, worst part of the ship; if it was hit you all went, and the dirtiest man in it was the calmest. I was terrified. I said to him, how do you keep your nerve? And he said, it's only if your name is on it, you have to worry. Only if your name is on it.

experience and talent and cour age everywhere, if you seek it WHEN John Garnett retires as

director of the Industrial splash of colour goes from the British scene. Garnett can't be readily typecast: you have him down as the quintessen-tial toff do-gooder and he moves on to demonstrate that he's quite aware of the possibilities of being cast in that role; really he's as good at talking bottom lines as any.

And he's building a house for himself and his family stone by stone on the Isle of Wight, not bad for a toff or indeed anyone of 64. But the idea persists that vein a light to lighten the dark corners of industrial practice.

His work is to change the face of British industry. It's a nice job if you can get it; he's had it for nearly a quarter of a century, chiselling away at some of the less attractive features. He leaves it still an optimist, still whistling the same tunes he did when he came in.

These are: to inculcate the management of industry with the responsibility for positive leadership of their people; to build effective work teams in which the members of the teams understand what they are doing and why; to develop individual abilities so that all may contribute to the common enterprise. His family had roughly similar sorts of aims. His father, Dr Maxwell Garnett, was secretary of the League of Nations Association: his uncle. Ronald trialist and an heir to Huntley

He commanded a landing

he married and had children, lived in a tenement block above a fleapit theatre on St George's Circus (" we were in complete poverty, heard the programme changing three times a night down below.") Up at ICI's offices in Bothwell Street, it was little better: no one even knew what programme was on, let alone when it changed. "You happening: only managers went to the meetings. The company sent round bulletins about what was happening in its US sub-sidiaries but you didn't know what was happening here. Apparently only money made us tick; you longed for your superior to tell you what was

### Shop stewards

going on."

ladder, finally getting (what I longed for) the personnel job at the company's plastics fac-tory near Blackpool. There, he helped the company train shop stewards: "We gave them courses in public speaking and in the company's policies, and 18 months later they all got chucked out by their members." chucked out by their members." was sent home in a cab. He was sent home in a cab. He was able to come in three days lifetime theme: "You must get management to come in three days later, but we instructed Mr B management to communicate. It is not the stewards' job to communicate on behalf of the firm. It is their job to pass up grievances and have them redressed." He became director of person-

nel for the plastics division but the appointment was not a success. "They said, 'we think he's too concerned with people.' Ah yes, well, I learned from that, a lesson I never forgot: always make sure you see what always make sure you see what you're doing as a matter of a member of the Society's staff in the 1930s, told employers to society never makes these mistakes." Garnett then became head of communications, trying to get the company to agree that its workers must be told that its workers must be told the Institute of Perthat its workers must be told why they are doing something —"people cannot be enthused unless they know why they are doing something."

ship during the war, then got a 2:1 in Economics from Cambridge and joined ICI. He was Industrial Society needed a But by 1961, he was looking management techniques about him and heard that the ing on himself in 1961.

than a pack of cigaretes, the 8mm videocassette and the

digital tape (DAT) are causing

an unusual amount of anxiety

standards for 8mm tape, there remains widespread uncertainty

over its fate in the market-

place. The market is further confused by the likely arrival

video camera, called cam-corders. DAT is an audio tape

about threequarters the size of a conventional audio tape which

offers high quality, digital sound, comparable in quality to

compact discs. DAT is expected to be launched in Japan in Sep-

But despite its youth, the very mention of the word 8mm

gives executives in many of Japan's largest consumer elec-

tropics companies the shivers. The reason is that the Sam videocassette is more than a device for taping the family

to record sound on the So cassette, each of which can store at least 18 hours of stereo music at very high quality

As for DAT, which will require its own special player, its launch will force companies to compete with the compact disc market, which while grow-

ing rapidy, is far from mature.

Therefore a strong push for DAT could end up sabotaging compact disc sales as discs cannot be used for recording. So

far, only about 10,000 compact disc titles are available, and

many of the more popular ones y are in short supply. Cousumers as seeking high quality sound might just skip CDs and go straight to DAT.

vacation.

and there we were, sent to Glasgow to be a clerk; director. It was trather up his street ICI, somewhat chillingly, said he should seriously con-sider it. He thought for four days; got ten good reasons for not taking it (pensions, security, all that kind of thing) then decided to apply.

The Industrial Society was terribly British. Robert Hyde. who had begun it as the Industrial Welfare Society in 1918 after looking after the welfare of the boys who worked in the Ministry of Munitions during the war, had been a youth worker and vicer in London's worker and vicar in London's East End. He had become aware, working in the Ministry, of the minimal attention paid to the welfare of workers. In his memoir, "Industry was my Parish," he cites an extract from the daybook of a London company from before the First

"On July 8th, Buxton is dis-covered about 2 pm in one of the water closets with a razor in his hand and a pool of blood on the floor. He had tried to cut his throat but had only partially succeeded, the razor being blunt. He was patched up by a doctor, who happened to be buying in the showroom, and was sent home in a cab. He that he could not continue
Buxton in our employ. We considered that his doing such a
thing in our premises showed
an utter disregard for us, and
we heard that he was in pecuione differentiate. niary difficulties. We had nothing against his character otherwise, but he seemed a common illiterate man."

Through its development, the Society retained a certain missionary zeal; it promoted youth camps as well as industrial legislation. Commander Coote, a member of the Society's staff ector of the Institute of Personnel Management, took over, shifting the society's work to-wards "human relations" and nagement techniques, mov-In came Garnett, He came



John Garnett: not readily typecast

enced at ICI. "One great thing supervisors; and to develop was to get people to do something: if people are doing something you will achieve happi.

He found on the IS board a number of worthies who had done badly in business: but he Manpower Services Commission; Jim Conway, the general secretary of the Amalgamated Union of Engineering Workers; and Campbell Adamson, later of thing which "the employers director general of the CBI, give us to help keep us down"). who rallied round and helped Garnett also pushed the produce a new direction for the Society. From John Adair, a Sand-

hurst lecturer, he took the concept of "action centred leader-ship," composed of three main components: "achieve tasks"; "build team"; and "develop individuals." These three ele-ments form interlocking circles on one side of a little plastic card the Society likes to give card the Society likes to give out; on the other are such injunctions as "Make leaders accountable for 4-15 people; practice and instruct them in the three circles"; or "serve people in the team and care for their wellbeing; improve working conditions and safety; work alongside people; deal with grievances promptly and attend social functions."

At a meeting of young indus-trialists in 1963, Garnett got lationships where each recog- country's leaders.

with more than a few ideas of nised the essential role of the what he wanted to do-among other; to ensure that the terms the most important derived and conditions of work were from the inspirational leader- fair and equal; to communicate ship he and others had experi- well through managers and

was a commitment to the role of the unions: it allowed the Society to overcome some of the suspicion in which it had also found people like Richard been held (when Garnett went O'Brien, later chairman of the to see George Woodcock, the TUC general secretary, on taking over, Woodcock had told him that his ideas were the kind of thing which "the employers

Garnett also pushed the Society towards widening its market, increasing its income from courses and consultation from £145,000 in 1962 to nearly £500,000 at the end of the dec ade. Today, the Society turns over some £8m a year, and employs 280 staff; it survived a lean year in 1980 when Garnett had to sack 68 people to survive, and appears to be in good shape to pass on to a successor.

"We're not interested in theory here," says Garnett. "We want people to be practical. We're independent—but we're not impartial, we're passionate about the need to communicate. We believe in the duties of management; we believe that you can con people twice and after that you can't do it again. so it is much better to be straight." Garnett, having followed a straight course himacceptance of the Society's self, leaves in July. Someone fundamental aims: to encourage else—and he or she had better effective leadership, to promote be good—must now provide a positive union-management respur and a conscience for the

Sheffield University

# A UK bridge with Japan

Nick Garnett explains the role of an academic unit

THE CRIEF executive of a medium-sized British manufactory cash for itself in the face of turing company is remembered almost with affection by the Japanese business services unit at Sheffield University. He had to witness some of the worries of shoes.

A clutch of enquiries comes these who have already the same of the worries of the w Japanese business services unit at Sheffield University. He had refused point blank to accept that he, his salesforce or any-one else in his company's management needed any advice on how to sell in Japan. The worried sales team sneaked behind his back and bought some help from the unit.

There was the service com-pany too, desperately seeking a list of the names and phone numbers of likely Japanese customers for its client's products so it could mount a telephone selling campaign cold.
"Don't bother," was the advice. "You will not get anywhere doing it that way."

One major British confectionery company was even try-ing to sell its sweets to the Japanese in packages made up by its Hong Kong agent with some of the script in characters unconverted from Chinese to Japanese

Plenty of British managers harbouring a lopsided view of how to do business with the Japanese turn up on the tele-phone line to Rosemary Yates, the unit's Japanese speaking development manager.

"British companies are getting much better in their dealcompanies do not try hard enough or try with the wrong motives," she says. "Many of them are not good listeners either."

March 1983 and has a client list of 200 companies. It provides interpreters, organises pro-motional material and lays on business language courses as short as a one and a half days' duration. But it also offers monitoring of industrial sectors and markets in Japan, prepara-tion of commercial information on Japanese companies and the search for an advice on likely distributors for British products.

Providing some services similar to those of London University's School of Oriental and African Studies, the unit employs only three but can count on the skills of a dozen Japanese speakers at the university, its technical departments and a network of researchers and advisers in Japan. It has a small turnover of £50,000 but some other nationalities but is now offening business help this is often not fully underfor companies trying to break stood by their British partners.

Yates as in a good position to witness some of the worries and problems of British companies trying to make headway with the Japanese. She spends part of her time quietly trying to persuade many of them not to do things they seem particularly keen on doing, especially when they are hosts to the Japanese in Britzin.

Organising itineraries so hectic that the Japanese visitors have no time to catch their breath is one. "I don't think companies here should try to out-Japan the Japanese with this. You can have a whirlwind visit in Japan but over here that can be counterproductive." With the mountains of books published on Japan it is a little disconcerting to find that busi-ness cards are still causing problems. Companies frequently

ask the unit to print cards in much smaller numbers than they will need. Instead of black print on white cards at the standard size of 9mm by 5.5mm. many British managers and salesmen like over-ornate cards of the wrong size. "If your card is too small it disappears in the Japanese card boxes and you no longer exist."

### Confusion

The need to expend a great deal of time, money and patience in forging links with the Japanese and Japanese com-panies has registered with almost every company that uses the unit. But in practice many of them hold back from the long term business commitment this implies. Planning over such a basic tool as a catalogue of company products printed in Japanese is also too often left to the last minute. Use of language by English-

speaking Japanese can also provoke confusion in British management ranks. Saying "yes" often means "I understand what you are saying" rather than a specific agreement to something requested. Rule of thumb is to ask specific questions requiring a precise answer, the unit advises its customers.

Continuity in business rela-tionships is in some ways more valued by the Japanese than by some other nationalities but this is often not fully under-

from those who have already from those who have arready met the Japanese they wish to do business with but are getting off on the wrong foot. In one case the company wanted a letter translated into Japanese, photostated and sent out in a

mail shot.
"They had already met these
Japanese. We told them it must be a personal letter and, in this case, in English. If they are English-speaking Japanese and you have been talking to them in English it can offend them by writing in Japanese, imply-

ing perhaps that they are not up to a letter in English." Yates is sometimes forced to broach awkward personal subjects. For instance, this could involve warning a British comany whose marketing manager is from an ethnic minority that he or she might come up agains rather pronounced attitudes in Japan.

Many European companies do not enjoy and might even resent adjusting their behaviour to suit the Japanese. Some of them also hold more caustic views about Japanese business practices than those of the university's Japan unit. This might be particularly so for those organisations struggling with Japan's ever-moving invisible trade barriers and its com-panies' continuously shifting

raw material specifications. Yates says British com-panies remain intimidated by "myths" and the Japanese language. But though a Japanlover, she is also aware of the need for companies to defend themselves when dealing with the world's second most power ful industrial nation.

One large company with a joint venture with Japan was complaining that they were not allowed to take photos of the Japanese plant but the British company allowed them to take pictures of theirs. It just sur-prises me that we are such

British companies suffering from an inferiority complex might find it worthwhile to know that all the unit's help is not one way. A request has just arrived on Yates's desk from a Japanese company in the Midlands seeking advice on quality circles.

# **TECHNOLOGY**

# **Advances** that gave birth to the tiny tape

THE KEY to the higher per-formance and small size of the 8 mm format lies in recent advances in magnetic recording tape technology pioneered by

Japan.
The 8 mm tape is less than two-thirds the width of the 12.5 mm tape used in VHS re-12.5 mm tape used in VHS recorders and half the thickness. Because its running speed is also slightly slower than VHS — 2 cm a second compared with 2.3 cm a second — it allows longer recording times.

Yet picture quality is as good as VHS and even better when at half speed. Moreover, unlike VHS, 8 mm can record digitally encoded sound as well as pictures.

as pictures.

All this has been acchieved by packing recorded information on to 8 mm tape almost twice as densely as on VHS. By coating the 8 mm tape with pure metal, instead of metal oxide, the size of the particles on which electronic signals are recorded has been reduced.

which electronic signals are recorded has been reduced.

The signal wavelengths recorded on the tape have been
reduced to microscopic proportions — well under one micron
(millionth of a matra) or less (millionth of a metre), or less than a fiftieth of the width of

a human hair.

Space has also been saved by dispensing with the track of coded pulses running along the edge of VHS tapes, which keeps the rotating video heads in line with the video tracks. In 8 mm, the pulses are mixed with the video signal and decoded by a special controller on playback. video signal and decoded by a special controller on playback. The video heads on 8 mm machines, as well as being smaller than those of a standard VHS format, must be able to handle a much stronger mag-netic field. Two new types of netic field. Two new types of material are used to make them. One is sendust, a special alloy developed by Japanese researchers. The other is amorphous metal, produced by supercooling techniques which result in a non-crystalline molecular

structure.

Making the heads and the many other miniature parts used in 8 mm has required the development of high-precision manufacturing techniques.

Most of the advances in tape to the later ward in the 8 mm Most of the advances in tape technology used in the 8mm format could also be applied to VHS to achieve higher performance. However, JVC, inventor of the VHS format, is committed not to modify its design in ways which would render existing equipment obsolete.

# New video format battle looms

Jason Crisp and Carla Rapoport on worries over the advent of 8mm tape FOR TWO products no bigger



ELECTRONIC RIVALS: from top, Kodak's video camera, Sony's video 8 player, Philips video system, and Sony's compact disc. player.

our customers by introducing 8mm so quickly.

A top executive in another major Japanese electronics group added: "If we start introducing new products every year, the customer will freeze and just wait to see next year's model. Maybe they won't buy a VCR or an audio machine at all."

straight to DAT.

Mr Kyohei Kasama, deputy
general manager of Hitachi's rounds 8mm and DAT is a
television, audio and video
products division said: "It's a
headache for our marketing
people. We will have DAT
format soon, but it is only
sound. Will DAT be dismissed
because 8mm can produce
digital sound and take pictures?

"Ideally, we'd like these all."

The nervousness which surrounds 8mm and DAT is a
result of the long and painful
battle which finelly established
VHS as the dominant of the
three incompatible formats for
VCRs. Sony's very strong push
for 8mm as both a camcorder
and home VCR has unsettled its
rivals. Even if they are
sceptical about its future as a

but that does not seem possible.
It is a severe situation for us.
We do not want to embarrass bandwagon and all are acutely conscious that VCR revenues have passed their peak and 8mm could provide a stimulus to a rather depressed consumer

That Battle of the formats for home VCRs was largely un-productive, confused consumers and cost companies like Philips dear. Now that Philips V200 format is dead if not actually buried and Sony's rival system is ailing, attention is turning to Samm. In spite of the impressive array of backers for Sam.

sidered as a contender for the VCR market then it must first win the camcorder battle which is turning into a straight fight between Sony and JVC. Sony has thrown its considerable marketing and engineering skills behind 8mm while JVC, which developed VHS has been strenuously promoting VHB-C.

VHB-C is a small compact cassette used in the camcorder which can be played back on a conventional VHS machine when fitted with an adaptor. This camcorder from JVC, announced last month, has for

the time being stemmed the tide, which was clearly beginning to flow in the direction of 8 mm. Until recently the only serious effort in 8 mm video was being made by Kodak in the US which recognises its threat

to 8 mm film and by Sony in search of a replacement for As for others, Hitachi says it will most likely make an 8 mm product by the year's end, but heavyweights such as Matsushita, Toshiba and Philips

remain undecided. JVC is, not surprisingly, the most outspoken critic of 8 mm which, it says, is "egocentric" and "rude" to the millions of people who own VHS format videos.

videos.

At Sony's Tokyo offices, executives give the impression that they themselves are slightly overwhelmed by 8 mm's prospects. Mr Klyoshi prospects. Mr Kiyoshi Yamakawa, senior general manager of the consumer video manager of the consumer video group, believes 8 mm will eventually replace the 1 in, VHS format for VCRs. "It can do so many different things, which make up for the drawback in software."

with about 100m in VCRs in the world, there is a huge library of pre-recorded material available which makes the established medium so much more attractive than 8 mm where there is practically none. Neither 8 mm or DAT is likely to suffer a complete defeat, however. This year, the camcorder market is expected to hit 3m units, which in value terms makes it already worth nearly 25 per cent of the entire VCR market's annual & les. DAT is also expected to find a home, although probably at the expense of either compact disc or traditional audio tapes.

For the next few years, how-

For the next few years, however, the industry's merketing skills will have to match their

# **Novel chip** is bonus for aircraft computers

DATA COMMUNICATIONS aircraft will be improved with a local area network (LAN) controller on a single chip, being developed jointly by Boeing and Nippon Electric Company (NEC).

The chip will become part of the Datac digital commuof the Datae digital commu-nications system for aircraft that Boeing has been developing for some years, working over copper or optical fibre

It will link the many microcomputers and other digital systems in the modern airliner. The objectives are to increase transmission speeds, cut wiring weight and improve data reliability.



FLEXIBLE MACHINING WILL be in action in March at the Lucas Girling plant at Cumbran, Wales. The company is installing a computer-controlled flexible machining cell to machine castings for braking systems supplied to several European truck manu-

Flexible manufacturing systems can deal with a variety of parts of the same general kind and size, without stopping the line for adjustments. Sip-Dixi of Newport Pagnali (9908 611460) will capaly the liness custom supply the Lucas system, which will use four Italian machine tools from MCM SpA of Placenza and a computer control system from ECS SpA of Florence.

PERFECT SPHERES of bias-tic are being made by Dyno Particles of Lillestrom, Nor-way, without recourse to miniature factories in outer

space.

Previously, zero gravity was thought to be essential to avoid distortion. A recent experiment in the space shattle produced excellent that the cost worked out halls, but the cost worked out at £7,000 a gram according to Dyne.

The spheres are highly

valued by the makers of microscopes (where they are used for calibration), by manu-facturers of analytical instru-ments and by liquid crystal

The Norwegian company is naking spheres at a lower, but undisclosed cost, by grow-from very small seed particles, so that they all reach the same size and a perfect spherical shape. More from Norway on (47) 271 7001.

LAMB FAT might soon be powering diesel engines if a ten-month study by Perkins Engines in New Zealand suc-Engines in New Zealand suc-cessfully produces a blend of the fat with diesel oil.

With 3m people and a sheep poputation of 70m, New Zealand could produce enough of the alternative fuel to

of the alternative fuel to meet up to 10 per cent of its diesel needs.

It seems an average lamb carcase can produce 2kg of tallow, enough to make 2.24 litres of the alternative fuel. In the UK, Perkins is on 0733 67474.

OPTICAL SWITCRES which can direct the information on can direct the information on eight incoming optical fibres to any eight outgoing ones, have been developed by Ericsson in Sweden.

Made entirely from a 60 x 40mm piece of lithium nlobate, the switch is claimed to be the most complex yet produced. "pointing the way to the all-optical telephone exchange."

conveyor rollers with internal electric motor and drive gear are being introduced into the UK from Japan by Universal Conveyors of Leicester. The achievement lies in squeezing the roller's motive power into its own 57 mm diameter and a minimum length of 250 mm.

Each roller on a conveyor need not be powered. Those that are require only a three-phase electrical connection (the cable emerges axially from the end of the roller). The fact that there is no external drive system compensates for the increased cost of the three rollers.

Known as Power Mollers, the units allow easy extension of conveyor systems or modification of their paths. With no external drive to attract dirt. they are particularly

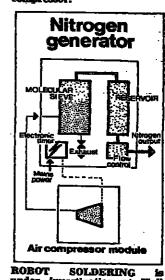
CONVEYOR ROLLERS with

no external drive to attract dirt, they are particularly suited to clean environments in the food, drink and pharmaceutical industries. Mr G. A. Jeyes on 0533 693485.

ICI selected Husky for Tind out what on Guentary (1203) 668181

MANUFACTURESS OF THE WORLD'S MOST POWERFUL HAND-HELD COMPUTERS

NITROGEN PRODUCTION from the air is a cost-effective alternative to the traditional way of supplying the high-pressure cylinders. Nitrex of Basildon (0628 286350) has developed a system using a carbon molecular "sleve" which physically traps the oxygen and ally traps the oxygen and passes 96 per cent pure nit-rogen (4 per cent argon) at 300 millilitres per minute to only a mains electricity supply and works continuously, consuming under 100 watts to drive the input



ROBUT SOLDERING is under investigation at Huil University. A team is developing a workstation that uses a robot and a laser to assemble surface-mounted components to printed circuit hazade.

cast boards.

In conventional boards, the resistors, capacitors and chips have wire legs which pass through holes in the board to be soldered on the other side. In surface mounting, the components have pads on their undersides which are soldered directly to interconnection pattern.

The Hull approach gets round the problem of reflow soldering, in which solder on component and board is heated by raising the whole hoard assembly temperature, which is had for the components.

ponents.
Instead, an infrared laser on a robot positioning system heats only the solder areas.

# INTERNATIONAL APPOINTMENTS

# Extraordinary merger duo move up at First Boston

BY TERRY DODSWORTH IN NEW YORK

THE EXTRAORDINARY deal- on Wall Street, ranking along as an innovative corporate making duo that has turned side Morgan Stanley and finance specialist who has First Boston, the New York Goldman Sachs. First Boston, the New York Goldman Sachs.

investment bank, into one of Last year, in the busiest the very top mergers and period of takeover activity ever acquisition institutions on Wall in the US, First Boston claimed Street, is to be given additional leadership in terms of its responsibilities. In a broad reorganisation, the two men, Mr fees — indeed, in the top 10 Bruce Wasserstein and Mr transactions, it pulled in around \$59m according to in charge of all client contacts in the investment banking diving the investment banking the in

ision, while all the group's than Morgan Stanley, its closer capital raising functions will rival. Mergers and acquisitions be consolidated under Mr Anthony Grassl, formerly head of investment banking.

The reshuffle underscores the meteoric rise in First Boston's mergers and acquisition activity in recent years, while marking out Mr Wasserstein, 38, and Mr Perella, 44, as potential candidates to head First Boston in the future. Since the late 1970s, the two men have transformed the group's mergers division from a sleepy adjunct of the bank into one of the leading departments of its kind morgan. Stanley, its closer rival. Mergers and acquisitions of the securities business, First Boston has already become a significant overseas player with its Euromarkets activity via its link with Credit Suisse. On Wall Street, the reorganisation of its internationalisation of its internationalisation

## Managers at Westpac swap jobs

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TWO OF THE senior managers of Westpac Banking Corpora-tion of Australia have ex-changed jobs. Mr Warwick G.

Sir Noel Foley, the chairman. says the aim of the move to broaden the executives' experience is to strengthen the bank in a "challenging and rapidly changing environment."

### First National post

MR JAMES E. ANNABLE has been appointed chief economist

# Thierry chairman of BBL

Mr Thierry, who has been BBL's president, succeeds Mr Andre Dequae, who is retiring. The BBL board also elected Mr (\$44.5m), up 39 per cent from Changen joos. Mr warwick C. Kent has been appointed chief general manager, corporate and international, in place of Mr Stuart Fowler, who takes over as chief general manager, retail financial services.

Andre Dequae, who is rething. The BBL board also elected Mr (\$44.5m), up 39 per cent from (\$44.5m), up 39 per cent from BFr 1.56bn the previous year. Net profit of the BBL parent bank rose 36 per cent to BFr 1.72bn, from BFr 1.26bn.

BBL has appounced a division. in Belgium.

The changes were announced dend, net of withholding tax, of

BANQUE BRUXELLES Lambert (BBL). Belgium's second as "rather good." The bank's
largest bank, has elected Mr
Jacques Thierry chairman of the
board.

for the year ending September
as "rather good." The bank's
first-quarter results, he said, had
compared favourably with those
for the corresponding period

BBL has announced a diviat last week's annual meeting, at which Mr Thierry described the outlook for BBL's earnings with BFr 95 the previous year.

### **Dutch based head for Katalistiks**

been appointed chief economist and senior vice president of First National Bank of Chicago in succession to Mr Roy E. Moore. Mr Amable was chief domestic economist.

Mr Moor, 61 years old, had been chief economist since 1981 for First National, the lead bank of First Chicago Corporation, one of the largest ten or the position, Mr Johnson will be responsible for research. bank of First Chicago Corpora-tion, one of the largest ten or be responsible for research operates manufacturing facili-so bank holding companies in manufacturing and sales of ties in Savannah, Georgia and the US.

# Chairman of HNG/ Internorth

By Our Financial Staff

HNG/INTERNORTH, the US natural gas pipeline concert formed last year by the \$2.3bn merger of Houston Natural Gas, of Texas, with Internorth, of Nebraska, has Internorin, of Nebraska, has elected Mr Kenneth L. Lay, 43, its president and chief executive, to the additional post of chairman, in succession to Mr Willis A. Strauss, 63, who has retired from the board.

Mr Strauss, a former chair-man of Internorth, became chairman of the merged conchairman of the merged con-cern in November, on the resignation of Mr Sam Segnar, the former chief executive of Internorth who initially took on the chief executive role at the new group. Mr Lay moved from the job of chief operating officer to that of chief execu-tive at the same time. tive at the same time.

The company last week reported a net loss of \$14.1m for 1985, after taking a \$182.6m loss in the fourth \$182.6m loss in the fourth quarter arising from the nationalisation of its Peru-vian operations and restruct-turing costs. Earnings from continuing operations, before the Peruvian charge, were \$165.8m, against \$268m the previous year, on revenues of \$10.3bn against \$7.3bn.

### LTV financial promotion

THE LTV Corporation, the second largest steelmaker in the US since its 1984 merger with Republic Steel, has announced the promotion of Mr James F. Powers to senior vice president, chief financial officer. He will continue to manufact to Mr James I. Paulos report to Mr James J. Paulos executive vice president, who previously served as chief financial officer and who remains responsible for the areas of finance, planning and the company's divestiture programme. Mr Paulos has announced his decision to retire from the company by the end of 1986.

Mr Powers has been vice president and treasurer since 1983 and prior to that appoint-ment had been vice president and controller since 1977. LTV has interests apart

from steelmaking in areas such as aerospace and oil-field equipment.

### THE FINANCIAL TIMES is proposing to publish a survey on **EXHIBITIONS AND** CONFERENCES

Monday 3rd March 1986 For further information please contact: Nina Jasinski on 01-248 8000 ext 4611

FINANCIAL TIMES **EUROPE'S BUSINESS** NEWSPAPER

THE FINANCIAL TIMES IS PROPOSING TO

SMALL **BUSINESS** TUESDAY, 1st April, 1986 For further details, please

ANDREW WOOD on 01-248 5116 Telex: 885633 Europe's Business Newsparence FINANCIAL TIMES

## FT CROSSWORD PUZZLE No. 5,950

### ACROSS

1 and 4 They're in charge of vessels (6-8)

9 Part of collar I attached goes round the neck (6)

10 No more goes. Hang out to final whistle? (4, 4)

11 Ball could be. Actors should be (2 4) 10 No more goes. Hang out to

11 Ball could be. Actors should be (2, 4) 12 Fiddle order of course preparation? (4, 4) 13 Present sent back, got a prize? (3)

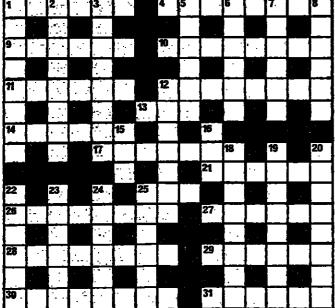
14 Bird allowed outside hotel 17 If a rest is disturbed, a 15 Dry hay, man! (3) summer's day could be (3, 4) 16 Tree just short of the con-

21 Kind of ticket on the 20

25 A 13 in sound (3) 25 Taken by severe person existence (8)
19 The worker follows the drink in, contemplating (8)

27 Clever people in bars get- 29 see 8 ting drank (8) 28 Hint—one, or something 22 see 1
23 A little sweet (6)
less (8)

29 Kind of sausage? Alas, I'm



### DÓWN

6 Ventilation shaft in a variety of teak (6) 7 Bookman tried changing to

include love (6) 8 and 20 Says what one means (6, 4, 4)
12 Prisoner gets penalty — to keep in (7)

flagration (3)

18 On the island one is included to bring back into

24 Large, sparkling, top of diamond dazzled (6) 25 Overhead round Sergeant Street? (6)

30 English people arrange Street? (6)

meeting to make changes

(8)

The solution to last Saturday's prize puzzle will be published with names of published with names of winners next Saturday.

## | APPOINTMENTS

## Restructure at Tarmac

TARMAC has merged two of its divisions following the disposal of a number of businesses outside the group's mainstream activities. The new division is named building and industrial products division. Mr Peter Woodman, a main board director of Tarmac, becomes chief executive, and Mr Sidney Reecham, deputy chief executive, and Mr Sidney Reecham, deputy chief executive. Mr Woodman was chief executive of the oil and industrial division. Mr Beecham was chief executive of the building products division.

Mr Jeremy Denton-Clark has been appointed managing director of CITY MERCHANTS BANK. He was with London Interstate Bank.

Mr Christopher Chataway,

Interstate Bank.

CIBC, merchant banking arm of Canadian imperial Bank of Commerce, has appointed Mr Freddie Bamber and Mr Richard Eagle as associate directors, Eurobond sales.

Mr E. L. (Bill) Johnson Jr has been appointed general manager producing operations for TEXACO in the UK. He joins from Quito, Ecuador, where he was assistant manager for Texaco's operations in that country.

Mr Christopher Chataway, vice-chairman of Orion Royal Bank, has been appointed a director and as chairman of six Mr Colin Sewell has joined SBJ & ASSOCIATES (LIFE & director and as chairman of six PENSIONS) as an associate director. He was a director of Wigham Poland Employee Benefits.

We colin Sewell has joined Bank, has been appointed a director and as chairman of six PENSIONS) as an associate director and as chairman of Six PENSIONS) as an associate by THE ROYAL BANK OF CANADA through its Channel Island subsidiary in Guernsey.

Freddie Bamber and Mr Rienard
Eagle as associate directors,
Eurobond sales.

Mr E. L. (Bill) Johnson Jr
has been appointed general
manager producing operations
for TEXACO in the UK. He
joins from Quito, Ecuador,
where he was assistant manager
for Texaco's operations in that
country.

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Mr Bert Willow has been
appointed production director at
W A K E F I E L D S T O R A G E
HANDLING, Nottingham. He
was partitioning division manager.

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ENGLISH CHINA CLAYS.

ENGLISH CHINA CLAYS.

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Mr Nigel Spackman, previously
managing director of Research
Surveys of Great Britain, has
been appointed managing director of
RSGB. Mr Derek Mesure joins
the RSGB board as product
research director. He was previously managing director of
Survey Research Singapore—a
member of the AGB Group. Mr
John Campbell has been appointed managing director of
firsh TAM and Attwood Research
of Ireland, Mr Campbell was previously general manager of L. MESSEL & CO, stock-brokers, has appointed Mr Peter Barton, a City solicitor, as joint (freland).



### ANNOUNCEMENT BRENTAPAC U.K. CO. LIMITED

has acquired the Issued Share Capital of: Brentwood Sack & Bag Co Ltd -- Lowestoft Sack & Bag Co Ltd Brentsac Enterprises Ltd — GYPP Ltd

Share Capital £5 million

Suppliers and Manufacturers: Polythene Refuse Sacks, Polythene Bags (HD and LD) Woven Polypropylene Bags/Sheets, General Packaging Supplies

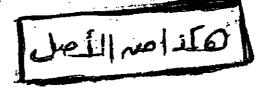
World Headquarters:

LORNE ROAD, BRENTWOOD, ESSEX ENGLAND CM14 5HJ. Tel: Brentwood (0277) 214856 Telex: 99454 - Fax: 0277 229545

# FT UNIT TRUST INFORMATION SERVICE

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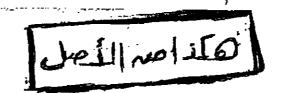
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INSURANCE, OVERSEAS & MONEY FUNDS | Teach | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 10 Banglink First for & Trans Ltd (few Advisors) 300 Séon Road, Bangkal, Tasiland MAV Feb 12 BAHT 262,1873 to 10599,893 853 Bank of America International SA 031-554-9181 Money Market Trust Funds Money Market Bank Accounts

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24  BRITISH FUNDS   AMERICANS—Cont.	Financial Times Monday February 17 1986  Financial Times Monday February 17 1986  ENGINEERING Continued INDUSTRIALS Continued INDUSTRIALS Continued INDUSTRIALS CONTINUED IN THE
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22	April   Dec   Seight (Wint)   Seight
18 Asr 18 Oct Conversion 9-9pc 2005	Mar. Oct   Treest Holdings 10p   92   29   71.05   0.1   141.10   1437   1
25.07   25.54m	July   Mark   Watter Blate   184   50.9   16.08   31   3.214.6   July   Mark   Watter Blate   185   3.1   4.31.6   4.87
13	Not   April
New	Aprillot   Biagles Inds.   121   2.9   7.2   18   15.7   9   May   North-Hill Dec Comps. IDs   4.0   1.25   2.0   3.0   2.1   3.0   2.1   3.0   2.1   3.0   2.1   3.0   2.1   3.0
25   25   25   25   25   25   25   25	Oct   Jane Cory (Horatz) 50.   16 (14.0)   14.0   30   15.4   Oct   Agr Llores Street   185   29   17.0   31   55   7.4   July   Fab. Westman   75   17.0   July   Fab. Westman   75   7.0   July   75
INT. BANK AND O'SEAS   BANKS, HP & LEASING   1NT. BANK AND O'SEAS   Dividends   Stack   Price   232   134   134   134	Super   Decidestant (J.)   10p.   150   249   32   42   105   249   32   42   105   249   32   42   105   249   32   249   32   32   32   32   32   32   32   3
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33.Mar   30.See  Do.   4ext.a   1997   1003-30.8   13.78   12.37   Oct   AppBarctags 51   473   12.8   145.35   3.2   4.9 8.9   3.1 an 31. bellingua 104.pct a 2009   884.st2.1   12.11   12.21   2.3 an   AppBarctags 51   425   25.11   9.5   - 3.11   3.5   12.8   145.35   2.2   4.9 8.9   145.35   12.8   12.22   12.35   145.35   14.5	Apr. Soci. Flantism (Win.) 18p
22 Jan 25	Incompanies
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Chiefe 4.9c 1978   22	Hay   Octioner Chem   100   22   16.9   1.0
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Section 1	Financial Times Monday February 17 1986  25  INDUSTRIALS—Continued   PROPERTY—Continued   INVESTMENT TRUSTS—Cont.   FINANCE, LAND—Cont.   MINES—Continued   District   Land Di
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Section 1	Instancy   Robertson Red 10p   125   122   131   24   17   36   36   422   11   36   10   36   37   37   1918.7   38   38   38   38   38   38   38   3
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20 - 1	An   346 S1   Compute   22   12.5     487   Analysis   Compute   23   12.5     487   Analysis   Compute   24   25   25   27   27   27   27   27   27
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	Tucker's 10p   172   1812   18.73   21.3   1812   18.73   21.3   1812   18.73   21.3   1812   18.73   21.3   1812   18.73   21.3   18.73   21.3   18.73   21.3   18.73   21.3   18.73   21.3   21.73   21.3   21.73
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# Bryant construction 021-704 5111 **SOLIHULL**

# New home for sailors

BRACKNELL

£17.9m contract for an A 11/3m countract for an 1,100 bed naval accommodation complex with recreational and dining facilities, at Portland, Dorset, has been awarded to JOHN MOWLEM & CO by the Property Ser-vices Agency.

The project consists of two buildings (34,000 sq metres) to provide a senior ratings mess and a wardroom on the Hary site at HMS Osprey, a dockyard and naval helicopter sirectains. He to pine storays dockyard and navai helicopter airstation. Up to nine storeys high, the two buildings will have insitu concrete frames with a tunnel form for the cabin (bedroom) construction. Another unusual feature will be the hanging steel and concrete floors which will provide service voids below the podium level slabs.

Cladding will be pre-cast panels faced with Cornish granite for the lower levels and pink Shap granite for the upper levels. Windows will be aluminium-framed and both buildings will have an unusual pitched steel roof.

Landscaping is an extensive part of the project and includes a tiered car park for 403 cars, circular grass platean areas and palisade fencing as well as planted and paved areas, fire access roads and extensive retaining walls.

Witk on the wardroom has started and the senior ratings mess is due to commence in early March. Project comple-tion is due in May 1988.

R. DURTNELL & SONS has been awarded a variety of con-tracts totalling over £5.5m for refurbishment, new buildrepair, maintenance and minor
works. Major elements of this
total are for the reconstruction
of the main building at Abbey
Wood Station for British Rail,
Southern Region (£499,000);
erection of 28 aged persons flats
with warden and communal
facilities at Sunninghiil, Berkshire (£855,000); extensions and erection of 28 aged persons flats with warden and communal facilities at Sunninghill, Berkshire (£856,000); extensions and alterations to the Stanmore Tertiary College, Harrow (£14m); construction of new quartermaster stores for the Royal Army Medical Corps at McDonald's hamburger stores at Mytchett, Surrey (£1m).

CONSOLIDATED TERN IN
WeSTMENTS has won contracts agents. The group already has under construction a £5.6m police hotel at the East Midlands hamburger stores at McDonald's hamburger stores at Millton Keynes and Maidstone, DIY store at £astbourne.

# CONSTRUCTION

# **Glasgow centre** project starts

parking, the site stretches from St Enoch Square on the west to Stockwell Street in the east and is bounded on the north
by Argyle Street and on the
south by Howard Street. The
south by Howard Street. The
south by Howard Street. The
south by Howard Street is due for completion by
Street which is owned by Sears
Holdings will be incorporated in
the new scheme.

Following the appointment of SIR ROBERT MCALPINE MANAGEMENT CONTRACTORS, work has started on the f45m St Enoch Square Development in the heart of the City of Glasgow.

The 23,400 sq metre multistorey shopping complex, being developed jointly by the Church Commissioners and Sears Holdings, will include a department store, 50 shop units, a fast-food court and restaurant, and an ice rink all enclosed within a glazed structure, rising 34 metres above the shopping mails. The development will also provide parking for 750 cars.

Currently used as open car parking the site stretches from the site have begun with the site have begun the si

prise the next phase. A modi-field patent glazing system with silicone sealed joints will clad the steelwork (an area of about yet been appointed.

# £25m Legal & General office

Construction work has started on a new office building for Legal and General Assurance Society in Kingswood, Surrey. Under a £25m contract, TAYLOR WOODROW MANAGEMENT CONTRACTING is managing the construction of the 26,000 sq ft) block. The project also entails the demolition of the neighbouring 18,000 sq metres (190,000 sq ft) office building plus refurbishment and extension of a separate training centre, construction of new sports buildings and playing fields and extensive landscaping. The new building, which will initially be constructed alongside the existing one, will be low rise in the project also entails the demolition of the neighbouring 18,000 sq ft) office

### **BBC** Bristol office complex

Contracts valued in excess of f14m have been awarded to R. M. DOUGLAS CONSTRUCTION. Work has started on a 30-month contract valued at £5.5m to build three interconnecting office blocks totalling 6.000 sq metres forming new onces, technical areas, restaurant and club for the BBC Network Production Centre in Bristol. In London, a £2m contract to be completed before Christmas has been won for the refurbishment of ABC News Television Studios in Carburton Street. In the

### East Midlands airport hotel

# Contracts and Tenders

### YEMEN ARAB REPUBLIC

YEMEN GENERAL ELECTRICITY CORPORATION URBAN ELECTRIFICATION CONSULTANCY SERVICES **CONTRACT YEM 203** 

### INVITATION FOR PRE QUALIFICATION

The Government of the Yemen Arab Republic is negotiating for credits from: i the Kuwait Fund for Arab Economic Development, and other agencies relating to Earthquake Rehabilitation/Electrification in the Dhamar area of YAR which was struck by an earthquake in December 1982:

ii. the International Development Association, the Arab Fund for Economic and Social Development, the Islamic Development Bank and the Swedish Agency for International Technical and Economic Co-operation relating to the Fourth Power Project for urban and rural electrification in YAR.

The combined value of the above two programmes will be approximately 120 million US dollars.

### GENERAL DESCRIPTION OF THE CONSULTANCY

The Yemen General Electricity Corporation is in process of issuing tender documents for the works involved (see below) and now invites the interest of international Consulting Engineers to assist in bid evaluation and to then undertake the subsequent supervision of the contract works.

### SCOPE OF THE CONTRACT WORKS

These will be advised in the Tender Documents shortly to be available. The broad

rness will be advised in the Tender Documents should to be advised in the programmes envisage:

i the provision of electricity supplies to about 45,000 consumers under the Earthquake/
Rehabilitation Electrication Project, together with associated networks.

ii, the provision of new and rehabilitated electricity supplies to about 20,000 consumers under the Power Four Project together with associated networks.

This invitation for pre-qualification is open to all international Consulting Engineer firms who have previously successfully undertaken similar projects world wide, and particularly in the Middle East.

### APPLICATION FOR PRE-QUALIFICATION

Interested Consultants are invited to apply for pre-qualification by sending under letter full relevant details including contracts supervised, to the following address. Applications should reach me not later than 21 days after the publication of this

Mohamed Hassan Basald, Managing Director, Yemen General Electricity Corporation, P.O. Box 178, Sana'a, Yemen Arab Republic.

# **Company Notices**

CAISSE CENTRALE DE CO-OPERATION ECONOMIQUE Bond Issue of US\$200 million Floating Rate Notes 1985/2005

The rate of interest applicable to the interest period from February 18 1986 up to May 19 1986 as determined by the reference agent is 8½ per cent per annum namely US\$203.13 per note of US\$10,000.

DRESSER OVERSEAS FINANCE N.Y. DRESSER INDUSTRIES, INC

Agost 17 F.

17th February, 1986

U.S.\$700,000,000 UNION DE BANQUES ARABES ET FRANCAISES Subordinated Floating Rate Notes due 1995

in accordance with the description of the Nobes, motice is benefit gleen that for the third interest Period from February 18, 1986 to August 18, 1986 the Nobes will carry an interest rate of 84% per annum. The interest payable on the relevant interest Payment Date, August 18, 1986 against courson No. 3 will be US\$414.79 per Nota.

The Ascert Sank The Agent Sank KREDIETBANK S.A. Lummbourgeoise

Clubs

EVE has outlived the others because of a policy of fair play and value for money, support from 10-3.30 am. Disco and too music lars, glassoprous hosterses, exciting floorwhows, 180, Resent St., W1. 01-734 0857.

NIPPON MEAT PACKERS, The indersigned amounces that the annual report year ended July 31, 1985 of Nigon Most Packers, Inc. will be available in Luxembourgedise, Kredietbink S.A. Luxembourgedise, Kredietbink S.A. Luxembourgedise, Lux

Courses

BURTON INTERNATIONAL are holding regular courses on Security, Criminal Law, Traffic Law, P.A.C.E. 0525 715689

# YEMEN ARAB REPUBLIC

INTERNATIONAL BID INVITATION NOTICE Bids are hereby invited from bona fide manufacturers and suppliers from member countries of the World Bank/IDA, Taiwan-China and Switzerland for supply, installation, testing and trial operation of the following types of equipment and furniture for the Department of Civil Engineering, Faculty of Engineering, Sanaa University, under IDA credit 1203/YAR.

packages

Soil Mechanics Laboratory
Materials Structures Laboratory
Sanitary Engineering Laboratory
Surveying and Photogrametry Laboratory
Properties and Testing of Material Laboratory
Hydraulics and Hydrology Laboratory
Highway and Traffic Engineering Laboratory
Furniture, Audiovisual and Office Equipment

Bid documents may be obtained from the address below upon a non-refundable payment of US\$100 per package. Bids will be received up to 12:00 hours on the 14th May 1986 and will be opened in public immediately thereafter in the IDA Education Project Office. All bids must be accompanied by bid bonds covering not less than 2 per cent of the total bid price. Bids received after the stated time will be returned unopened.

Ministry of Education, IDA Education Project, PO Box 96, Sanza Yemen Arab Republic

Telex: 2405 EPIU YE Cable: PROJED

WANDSWORTH BOROUGH COUNCIL Westdesveerin Estate. London. S.W.13
Contractors wishing to be considered for selection to bender for the renewal of healins males at Wendalsworth Estabe. London. S.W.18, should submit names to the Director of Administratives of Academics of the Director of Administrative of the Director of Administrative of the Director of Administrative of Administrative of Administrative of the Director of Administrative of Administrative of Administrative of the Director of Administrative of Administra nical and supervisory staff available.

(b) names and adversars of three benincal and two financial referees together with the name of the Comount's bankers:

(c) estails of similar work understood the company's and the last two arts of their audited accounts: and

(c) the company's policy documents; procedures relating to site safety in line with the Health and Safety in the above-mentionee schemes only a process of the safety of the safe

AND TENDERS **ADVERTISING APPEARS EVERY** 

CONTRACTS

MONDAY The rate is £39.00 per single column centimetre

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Classified Advertisement Menager;
Financial Times, 10 Camon Street, London EC4P 48Y

This announcement is issued in compliance with the requirements of the Council of The Stock Exchange.



# Australian Industry Development. Corporation

(A statutory corporation, wholly owned and guaranteed by the Commonwealth of Australia)

Can \$100,000,000 10 per cent. Notes due 1991

Payment of principal and interest guaranteed by the Commonwealth of Australia

Issue Price 100% The following have agreed to subscribe or procure subscribers for the Notes:

**CIBC Limited** 

Algemene Bank Nederland N.V. Banque Bruxelles Lambert S.A. Banque Nationale de Paris Citicorp Investment Bank Limited Crédit Commercial de France Daiwa Europe Limited Girozentrale und Bank der oesterreichischen

IBJ International Limited Morgan Stanley International PK Christiania Bank (U.K.) Ltd. J. Henry Schroder Wagg & Co. Limited S. G. Warburg & Co. Ltd Yamaichi International (Europe) Limited

Sparkassen Aktiengesellschaft

Bank of Tokyo International Limited Banque Générale du Luxembourg S.A. Berliner Handels- und Frankfurter Bank Commerzbank Aktiengesellschaft Credit Suisse First Boston Limited Deutsche Bank Capital Markets Limited Hambros Bank Limited

Morgan Guaranty Ltd Orion Royal Bank Limited Salomon Brothers International Limited Union Bank of Switzerland (Securities) Limited Wood Gundy Inc.

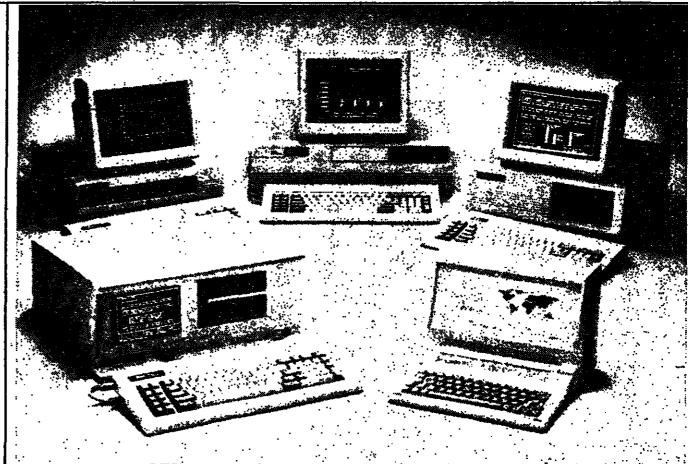
Application has been made to the Council of The Stock Exchange for Notes constituting the issue to be admitted to the Official List. Interest is payable annually in arrears on 13th March in each year. The first interest payment date will be 13th March, 1987.

Listing particulars relating to the Notes and the Company are available through Extel Statistical Services Limited and copies may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted), up to and including 19th February, 1986, from the Company Announcements Office, The Stock Exchange, Throgmorton Street, London EC2P 2BT and, up to and including 3rd March, 1986, from:

Cazenove & Co. 12 Tokenhouse Yard London EC2R7AN

London WC2R 1HB

Grenfell & Colegrave 55 Moorgate London EC2R 6DR



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Zenith covers all personal computer needs with a range that includes a multi-user AT compatible, single-user desktops, transportables and a unique briefcase sized system. And with operating speeds up to 60% faster than before.

Every single model in the Zenith PC range is not only fully IBM-compatible. They're also compatible one with another throughout the whole Zenith range; which can't be said for some PCs!

And all this for several hundred pounds Zenith is a 2 billion dollar electronics

giant with around 10 years' experience in the PC field—and back-up to match. And it's the proud winner of the world's largest-ever order for PCs.

That's why this many PCs couldn't come from any old Charlie. Neither should yours.



Zenith Data Systems Ltd., St. John's Court. Easton Street, High Wycombe, Bucks HP11 U.X. Tel: (0494) 448781. Telex: 43421.

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# المكذاصر الأصل

# WORLD STOCK MARKETS

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अक्षेत्रीचे त्रे अस्ति स्टब्स्ट स्टब्स्ट अस्ति क्षेत्र स्टब्स्ट अस्ति स्टब्स्ट अस्टब्स्ट अस्टब्स 

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	NYSE COMPOSITE CLOSING PRICES	AMEX COMPOSITE CLOSING PRICES Closing prices February 14
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**BES TAX RELIEF** 

# CURRENCIES, MONEY and CAPITAL MARKETS

### **FOREIGN EXCHANGES**

# What a difference a year makes

rose to a two-year peak against the yen of over Y260; to a 13-year high against the D-mark of DM 3.30; to an 11-year peak against the Swiss franc of SFr 2.80; and rose above FFr 10.00 for the first time ever. Sterling was at its lowest level ever, at that time, of about \$1.0850. The market has now reversed

The market has now reversed itself to such an extent that sterling's value against the D-mark is roughly the same as the dollar's against the D-mark 12 months ago. Over the period the pound has weakened from about DM 3.60, showing similar losses against the Swiss franc and yen, but rsing back to acceptable levels of around \$1.40 in terms of the dollar.

Last February central banks

Last February central banks were intervening in an attempt to stem the dollar's rise, but this

to stem the dollar's rise, but this year there was no sign of action to stop its fail.

It was a meeting of monetary officials in September, which really began the dollar's shap reversal. A meeting of the Group of Five in New York agreed on concerted action to reduce the value of the US currency, but in the event the mere threat of intervention was enough to set the dollar tumb-

CURRENCY MOVEMENTS OTHER CURRENCIES

POUND SPOT-FORWARD AGAINST POUND

FORWARD RATES AGAINST STERLING

1.4180 3.3250 10.21 2.7575 258.0

1.4022 3.2589 10.2620 2.5979 253.90

Exactly a year ago the dollar £ IN NEW YORK

Feb. 14 Prev. close £ Spot | \$1,4215-1,4225,21,4176-1,418 | 1 month | 0.52-0,80pm | 0.52-0,80pm | 0.52-0,80pm | 12 months | 1,60-1,57pm | 1,58-1,56pm | 12 months | 6,36-5,26pm | 6,30-5,20pm |

ling, although for the first six months or so after the agreement the Bundesbank was keen to show its hand at the Frankfurt snow its nand at the Frankrurt fixing.

By last week the dollar had been so heavily sold that it was at a seven-year low against the yen, testing the Y180 level, and making a fall below the record low of Y175.50 touched on October 31, 1978, look a distinct

possibility this week. The dollar was also at a three-

Arg'tins... 1,1320-1,1343(0,8000-0,8010 Aus'alis... 2,0190-2,0230(1,4230-1,4245 Brazil...... 18,883-16,384(12,980-12,986 Finland... 7,4705-7,4925,5,2790-6,3810 Greece... 201,89-306,25(142,72-145,69

p.a. months
4.36 1.61-1.56pm
1.4 -0.27 0.37-0.21p
6.39 61-61 pm
1.94 33-21 pm
4.45 142-122 pm
1.94 33-21 pm
2.45 0.30-0.35 pm
-2.45 0.30-0.35 pm
-2.28 800-1530d
-0.86 25-135 dia
-0.86 25-135 dia
-0.65 11-21 dia
-0.15 52-74 dia
-0.15 52-74 dia
-0.15 52-74 dia
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-0.15 63-74 dia
-0.15 53-74 dia

7.97 -19.85 -1.53 -5.09 -0.75 -2.47 1.12 6.38 5.61 8.70

have no impact, but disappointing figures, such as retail sales, push the dollar lower.

Attention has switched towards comments from finance ministers and central bank governors to try to gauge the attitude of the monetary authorities and when the central banks will decide the dollar has fallen far enough. Germany indicated last week that it felt this point had already been reached, but Japan may be prepared to see the side continue, in an attempt to head off protectionist pressure against Japanese exports to the US.

Trying to decide Japan's attitude is not always easy however. Officials in Tokyo were particularly voluble last week, but meanings may have been lost in the translation. Did Mr Noboru Takeshita, the Finance Minister, say he was not worried about a dolar collapse? If he said the former then he does not think the dollar is going into free fall, but if he meant the latter he acknowledges the US currency is already collapsing, but is not worried about it. This could make a crucial difference in deciding when, or even whether, thet Bank of Japan tries to stop the dollar's slide.

Spot 1-mth. 3-mth. 6-mth. 1.4180 1.4129 1.4022 1.3878 LIFFE DEUTSCHE MARKS DM 125,000 S per DM June 0.4308 — — ( Estimated volume 24 (70) Previous day's open int 178 (187) **CHICAGO** US TREASURY BONDS (CBT) 8% \$100,000 32nds of 100%

**CURRENCY RATES** Bank rate Z 0.648218 0.919172 1.28087 15.2216 44.2812 7.98382 2.44500 6.64011 1472.98 6.74673 136.313 6.83866 1.79515 1.79515 1.79515 11.47 4 18.6434 95, 55.3516 7 9.79004 4 2.65579 5 2.99972 94 8.14635 1614 1897.31 44 204.672 8 8.28358 — 167.119 91<sub>2</sub> 8.27772 4 2.80381 201<sub>4</sub> 163.045 — 0.876468

Previous day's open in LIFFE E/\$ OPY(ONS £25.000 (cents per £1) Close High Low Prev Merch 0.4271 0.4267 0.4250 0.4257 June 0.4308 — 0.4285 LONDON SE E/S OPTIONS £12,500 (cents per £1) PHILADELPHIA SE E/S OPTIONS E12,500 (cents per £1) US TREASURY BILLS (IMM) \$1m points of 160% High 93.16 93.24 93.11 92.91 92.72 92.52 92.34 92.34 92.17 Closs 93.16 93.23 93.11 92.91 92.71 92.62 92.34 92.34 92.34 LONDON

IMM-STERLING \$5 per £ Close 1.4165 1.4015 1.3880 1.3765

DOLLAR SPOT-FORWARD AGAINST DOLLAR

7. Three p.a. months p.a. 4.36 1.61-1.55 pm 4.47 7.25 2.60-1.95 pm 4.47 7.25 2.60-1.95 pm 4.47 7.25 2.60-1.95 pm 7.09 -4.39 1.33-1.45dg -4.06 7.96 1.45-1.42 pm 2.15 -2.49 33-1.9 dis -2.39 -1 pm 1.61 2.20 pm 3.47 -27.32 600-125ds -24.0 -3.84 165-226 dis -5.1 is -9.53 42-44 dis -10.1 s -5.20 pm 1.36 42-45 dis -7 is -3.83 41-54 dis -7 is -7 is -3.83 41-54 dis -7 is -7 is -3.83 41-54 dis -7 is -7 

**EURO-CURRENCY INTEREST RATES** 

Month One Year 124-125 124-12H 12H-12H 12H-12H 126-124 126-125

### MONEY MARKETS

# Little optimism on rates

The London money market was very quiet last week. Three month interbank was virtually unchanged throughout, at 12‡ per cent, and dealers saw no prospect of an early movement in interest rates.

The final money supply figures supported the Bank of England view that there was no need for higher base rates, taking account of the domestic situation, but the market remained concerned about the general position of sterling.

Although the pound remained comfortably above \$1.40, dealers were concerned that the weak-ness of the dollar was disguising ness of the dollar was disguising sterling's slide against other currencies. With the pound remaining close to a record low against the D-mark, there was UK clearings banks base lending rate 12½ per cent since January 9

+1.13 +0.57 -0.98 -0.90 -0.70 +1.12 -2.12

equally no optimism about any cut in rates.

Refusal by some traders in the Refusal by some traders in the oil market to honour their commitments, after the sharp fall in prices, cast a shadow over North Sea forward trading, and left that market very quiet. Oil prices were fairly steady, but expectations of further falls increased after the UK Government made it clear there is no chance of a reduction in North Sea output, as called for by the Organisation of Petroleum Exporting Countries.

Another unsettling factor for

WEEKLY CHANGE IN WORLD INTEREST RATES

BRUSSELS One month Three mon

bend 2 bills 15 to 33 days, 91 days. Retes quoted reces-

MONEY RATES

4 40 4 56 9 46 4 60 Big 9 15 812 9 15 5 16 5 16 6 03 125 15 16 14 9 15 10 9 16 9 15 4.5 4.4 495, 4.40 4.4-4.5 87.9 87.9 87.9 11.18 31-34 87.9 11.18 31-34 87.5 11.18

**NEW YORK** (4 pm)

sterling was the recent perform-ance of the Government, and signs of the Conservative Party's increasing unpopularity. The latest opinion poll put the Tories in third place, behind Labour and the Alliance. 7.47 One year Two year In the money market the flat yield curve took account of these factors, indicating there was little optimism about the future

8.53

BANK OF ENGLAND TREASURY BILL TENDER t. 18.11383 12.1132g Average rate of discount 12,0838% 12,1006% 12,46% 12,48% Amount on offer at next tender £96.98 £96,98 £100m 29%

Seven year 10 year .....

FT LONDON INTERBANK FIXING

Six months U.S. dollars Three months U.S. dollars Offer 8 1/16

LONDON MONEY RATES

121g 121g-125g 9-12 123g-121g 10-125g 125g-121g

Treasury Billis (self): one-month 12½ per cent; three-months 12½ per cent. Bank Bills (self): one-month 12½ per cent, three-months 12½ per cent. Treasury Bills: Average tender rate at discount 12.0967 per cent. ECGD fixed finance Schame IV reference date January 8 to February 4 (inclusive): 13.077 per cent. Local authority and Finance Houses saven days' notice, others seven days' fixed, Finance Houses Base Rate 12½ per cent from February 1886. Bank Deposit Rates for sums at seven days' notice or cent. Certificates of Tax Deposits (Series 6). Deposits £100.000 and over held under one month 12½ per cent; one-three months 12½ per cent; three-six months 12½ per cent; nine-12 months 12½ per cent. Under £100.000 11½ per cent from January 14. Deposits held under Series 6 11½ per cent. Deposits withdrawn for cesh 7½ per cent.

Yel --36 --Strike Calls—Last
price March April May June Sept
1.20 21.69 — 21.69 — 15.69 1.69 1.69
1.30 11.69 11.69 11.69 11.65 11.66
1.35 6.69 6.71 7.31 7.74
1.40 2.74 1.32 1.77 2.58 3.40
1.50 0.12 0.41 0.72 1.35 2.10
Estimated volume total, Calls 465, Puts 7.
CANCOS SE 45 0.074 0.73 0.73 7.74

CANCOS SE 45 0.774 0.73 2.58 3.40

CONTOS SE 45 0.774 0.73 2.58 3.40

CONTOS SE 45 0.774 0.73 2.78 3.57 Puts—Last

Nerch April May June Sept
0.00 - - 0.16 - 0.02 0.03 - 0.49 1.40
0.28 0.88 1.58 2.66 4.49
1.54 2.58 3.57 4.88 7.00
4.54 5.60 8.64 7.33 10.15
8.52 9.69 10.59 11.70 13.85 Strike price Feb Mar April June Sept 1.20 — 21.80 — 21.80 — 21.80 — 16.80 16.80 1.30 — 11.80 — 11.80 11.80 11.35 7.00 7.00 7.20 7.60 8.20 1.40 1.30 3.00 3.40 4.50 5.50 1.45 0.05 0.75 1.50 2.40 3.25 1.50 0.05 0.75 0.65 1.15 2.00 Previous day's open int. Volume, 78 Puts—Last
Feb Mer April June Sept
— 0.10 — 0.25 —
— 0.55 — 0.60 1.50
0.05 0.45 1.20 2.40 4.30
0.15 1.60 3.00 4.60 6.70
3.50 5.00 6.10 7.55 9.75
8.50 9.20 10.00 11.40 13.30 0.30 0.85 0.10 1.20 2.65 3.25 — — FT-SE 100 INDEX £25 per full index point ESU,000 3cnes of 100%

Close High Low Pray
March 110-29 110-30 110-03 110-03
June 111-18 111-09 111-88 110-24
Sept 112-06 — 111-12
Estimated volume 5,316 (6,807)
Previous day's open int 5,080 (8,825)
Basis quote (clean cash price of 13%
Treasury 2004-08 less equivalent price of near tutures contract) —18 to —8
(32nds). 147.85 148.50 147.50 147.40 149.45 — 149.00

THREE-MONTH EURODOLLAR Close High Low Prev
March 82.06 82.08 92.01 91.96
June 92.10 92.12 92.03 91.96
Sept 91.95 91.97 91.90 91.92
Dec 91.75 91.74 91.72 91.62
March 91.53 91.50 91.50 91.40
June 91.31 91.28 91.26 91.19
Sept 91.11 91.06 91.05 90.99
Estimated volume 6,408 (3,175)
Previous day's open int 19,958 (20,004) Close H'rih I ne Pro March 95-34 95-35 95-28 95-3 June 95-00 — 95-5 Estimated volume 378 (508) Previous day's open int 1,213 (1,149) THREE-MONTH STERLING High Low Prev 87-22 86-29 86-11 86-25 86-05 85-1 me 9,994 (6,947) open int 3,884 (3,425) 86-19 85-19

**EXCHANGE CROSS RATES** £ | \$ | DM | YEN | F.Fr. | S.Fr. | H.FL | Ura | C. | & Fr. 1, 1,418 3,525 258.0 10.21 8.758 3,758 2265, 1,964 56,15 0,705, 1, 2,546 181.8 7,200 1,944 2,650 1598 1,39\* 48,05

0.301 0.426 1. 77,59 3.071 0.829 1.130 681.3 0.59( 20.50 3.876 5.486 12.89 1000, 38.57 10.68 14.66 8780 7.67( 254.1 0.979 1.389 3.257 252.7 10. 2.701 3.680 2219 1.94( 66.76 0.365 0.514 1.806 93.86 3.705 11.365 831.6 0.712 24.71 0.256 0.377 0.885 68.66 2.717 0.734 1 602.9 0.52 18.14 0.441 0.626 1.468 113.9 4.507 1.817 1.659 1000. 0.874 30.08 0.505 0.716 1.679 130.5 5.156 1.392 1.887 1144 1 34.41 1.467 2.081 4.879 378.6 14.98 4.046 5.514 3584 2.906 100. Yen per 1,000: French Fr per 10: Lire per 1,000: Beig Fr per 100.

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Secretaries



# **REPUBLIC OF ITALY**

U.S. \$150,000,000 9½ per cent. Bonds Due 1996

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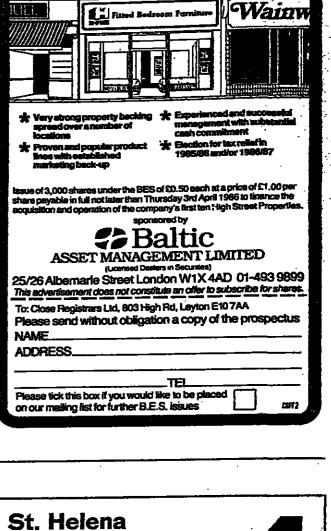
Interest will be payable annually in arrear on 4 March, the first such payment being due on 4 March, 1987.

Particulars relating to the Republic of Italy and the Bonds are available from Extel Statistical Services Limited and copies of the pa relating to the Bonds may be obtained during normal business hours up to and including 19th February, 1986 from the Company Announcements Office of The Stock Exchange and up to and including 3rd March, 1986 from:

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17th February, 1986



**Gold Mines Limited** 

per D. J. D. Ross SENIOR DIVISIONAL SECRETARY

(Incorporated in the Republic of South Africa)
Registration No. 05/20743/06

**Notice to Shareholders** 

As a result of a series of approximately severe weight of the night of Monday 10th February several working places have been affected in the area served by No. 2 Shaft. No workers were injured but a 10 per cent loss in gold production is

17 February 1986

•••

GENERAL MINING UNION CORPORATION LIMITED

for patriotic reasons.

cial markets.

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المازودة

Japanese banker in his office in central Tokyo, and his words

help to highlight the depth of the debate over the pace of deregulation of Japan's finan-

pride to what has been done already to liberalise Tokyo's financial markets, many foreigners, along with a rising number of Japanese, are looking ahead at what is still to be

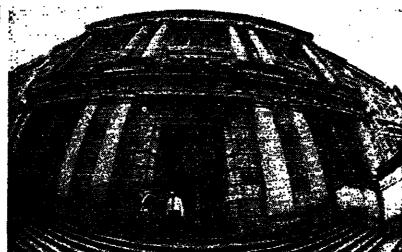
While great numbers of At the same time, Japan's Japanese bureaucrats point with financial community is facing pride to what has been done a challenge of a different sort.

# **SECTION III** FINANCIAL TIMES SURVEY



government duty on the buying and selling of stocks; a date for

mercial paper market, and other





# BANKING, FINANCE AND INVESTMENT

Although much remains to be done in opening up Japanese petitive, it must have a deposits; the juicy tax-breaks competitive regulatory environ—which the government-owned ment, rather than artificially postal savings network is hamper the exchange of funds allowed to offer small investors: financial markets to the full force of competition, comprehensive legislation aimed This comment was made not at investor protection; tax y an American politician, reforms tied to the proposed ritish government official or erman banker but by a serior plan for an end to form; a largely regulated society is slowly accepting the need to do so in order to expand in the international arena German banker, but by a senior plan for an end to fixed com-Japanese banker in his office missions or a reduction in

# Critical challenges lie ahead

The country's huge trade surplus with Western countries, along with a gradual slowdown of its own economy in recent years, interest rates abroad, surged to \$50bn last year, making Japan the world's largest creditor

has created unlevels of liquidity. Understandably all financial What remains undone makes This, in turn, has sharply a more daunting list than what reduced the appetite for loans has been accomplished. Unlike from the nation's industrial This, in turn, has sharply the programme of deregulation sector. Instead, this excess cash, and liberalisation (see page which some put as high as 2), with dates typed next to Y700,000bn (\$3,864bn), more the changes already made, there than twice the GNP, has fuelled are no clear-cut dates for some demand for investments of have swollen by a factor of the critical challenges ahead.

Still in the pending file, for capital outflows, largely made more than Y20,000bn.

Example, is the continued conup of funds seeking higher Investments in money market was lifted last April—"lating that when the cost of whom local politicians will often

certificates. launched March, surpassed medium-term account for a quar government bonds in less than world swap market.

institutions, foreign and Japa-nese have been trying furiously to "intermediate themselves," as one American banker put it, between the owners of this money and their choice of investment. Investment trusts

10 months to net Y6,000bn by

the somewhat arcane world of borrowing in one currency with

account for a quarter of the will all but disappear for many All this activity has regulatory the end of last year. The appe- officials somewhat overwhelmed, tite for US treasury bonds is so Rather than push for a faster great in Tokyo that \$3bn worth pace of deregulation, they talk are traded daily while New York of the "embarrassment." of the

> Japan Development Bank, which have out-lived their original goal of rebuilding industrial Japan:

last Tokyo is now believed to funds is deregulated, margins banks, putting jobs in them at peril. So far, the notion of a

vigorous shake out in the indus try, through merger and acquisi-Further resistance to change comes from the political sector. as nearly every regional bank and credit co-op has its local politician. Not unlike small

depend for his fund-raising skills.

The notion of changing the big postal savings system, break incentive for small savers consideration. Raising taxes is imply not popular anywhere in the world. And the postal savings network is the largest financial institution in Japan and a major employer of civil

Another stumbling block to quicker deregulation is a fear cials of losing control of the situation. Japan is still a rather regulated society. In the bank-ing sector it is not only foreigners who must keep run ning to the Ministry of Finance

for approvals on proposed deals. Even automated teller banks are told how many hours they can operate automated teller machines (currently until 6pm) the financial sector when and if all the more important lids are 'It is boom time now, but

\_\_CONTINUED ON PAGE 12

### CONTENTS

The changing regulatory

Profile: Toyoo Gyobten Commercial Banks Trust Banks Euroyen bond market Long-term credit banks Investment Trusts Foreign Banks Profile: Citibank Japan Swaps Tokyo as a business cent **Basic Japanese** Tokyo Stock Exchange The Big Four in securities 10 Life insurance

Profile: Shijuro Ogata

Offshore Banking

Pictures by Ashley Ashwood

# Sumitomo Trust, a leading trust bank in Japan, can put the yen to work for you more effectively than any Japanese commercial bank. It can do this because of its the \ work harder for you.

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tion of financial opportunities. If you're in the market for yen financing, come to the Bank that can make the yen work harder for you - harder than it ever has before. Come to Sumitomo

Sumitomo Trust has been rapidly expanding its

yen financing activities.

The following is a representative sampling of our recent activities as a lead manager or arranger in this

u.					
yndicated Loans>		(Yen in billions)			lions)
5	The Bank of Greece Post-och Kredifbanken* Caisse Francaise de Developpement Industriel* Thailand Authorities Deutsche Handelsbank A.G.* Province of British Columbia* Holland Airlines Finance, N.V.*	(Ye	n ir	- bil	45.0 2.6 5.2 35.0 3.0 7.4 12.6
	State Bank of New South Wales* National Bank of Hungary* LB.R.D. (World Bank) Mortgage Bank of Finland*				5.0 6.5 30.0 5.0

<Private Placements> (Yen in billions) New Zealand Railways Corporation City of Barcelona 3.0 State Energy Commission of Western Australia 10.0 Kingdom of Belgium 10.0

In addition to the achievements noted above Sumitomo Trust is also steadily expanding its role as a manager of foreign currency denominated financings.



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Major steps in the internationalisation and liberalisation of financial services have been taken in three areas

# More barriers ready to come down

TWO YEARS after Japan embarked on the much-publicised granted licences to deal in liberalisation of its financial securities, and six foreign system, considerable progress securities firms were earlier has been made, possibly more than a sceptical world expected than a sceptical world expected in 1983 when the US Government began to put pressure on Tokyo. But because the pace of change has been quite rapid, it has also thrown up anomalies which will have to be addressed in the next stage of reforms.

Although the US has claimed credit for touching off moves to internationalise use of the yen and phase out controls on Japan's domestic financial mar-

Japan's domestic financial mar-kets, the Japanese still insist that the impetus was internal; the Government needed to modernise the markets to help it finance its blossoming budget deficit; an obsolete financial structure dating back to the imstructure dating back to the immediate post-war years had to be made to compete in the international marketplace, largely by importing foreign financial know-how and technology.

Over the last two years, major steps have been taken in three areas:

 Deregulation of the money and capital markets: restric-tions on the issue of certificates of deposit (an important source of wholesale bank funds) have been eased, and money market certificates have been intro-duced. Interest rate ceilings on deposits are being phased out, and controls have been lifted from the foreign exchange

Innovations like a yen-denominated bankers' accept-ance (BA) market and a bond futures market have been started, and an offshore market may get underway later this year. Some of these changes, notably the BA market, have been slow to make their mark, but most of them have had a dramatic effect: the foreign ex-change market has boomed, and banks are having to learn to grapple with real rather than artificial interest rates. • Greater access for foreign been admitted into government bond dealing and the trust arguably qualify since they are banking business. Several not fully bank-owned, their

this month admitted to membership of the Tokyo Stock Ex-

change. Euroyen market: most controls that had inhibited the growth of this market have been lifted, greatly widening the range of those who can borrow

and invest in Euroyen.

If the US hoped these measures would raise the yen to more "reallstic" levels on the foreign exchange markets and dampen Japan's export growth, it will have been dis-appointed: the yen this month has been at its highest in seven years, and the trade surplus has hit record levels.

The new climate DAVID LASCELLES

But there is more to come. But there is more to come. Over the next year or so, interest rate controls on large deposits will be lifted, leaving only small deposits to be considered later (though that may take some time). After that the Government will have to address the next that the covernment will have to address the potentially explosive question of the structure of the banking industry itself.

Although Japan's famous Article 65 which creates a Glass-Steagall-style wall between the securities and accommendation. the securities and commercial banking business seems as

deeply embedded as ever, the concessions that Tokyo has had to make to admit foreign institutions to its financial markets have blown some very conspicuous holes in it. Notably, the Ministry of Finance has granted securities licences to the subsidiaries or affiliates of foreign banks, such as Vickers da Costa (the stockbroking subsidiary of Citibank) and Oroking entities part-owned by Deutsche Bank and Security Pacific. Although the last two

admission has upset the beg Japanese banks who would dearly like to get into the securities business too but know that the MoF would make no exceptions for them.

The nine foreign banks ad-

mitted to the trust banking business last year also enjoy privileges denied to Japanese commercial banks. Some quirks in the rules for Euroyen issues also make it easier for foreigners to make them than

Japanese borrowers.
Epitomising these anomalies favouring non-Japanese institutions, Citicorp, the parent of Citibank, is at once a commercial bank, a securities firm, and a trust bank in Japan, and it is possible that before long Bar-

possible that before long sar-clays will be too.

Mr Toyoo Gyohten, the Director General of the Inter-national Finance Bureau of the national Finance Bureau of the Ministry of Finance, concedes that few Japanese institutions are happy with what he calls "this twisted situation," and he says the authorities may have to seek legal clarification to sort it out. But the key question is whether banking law will be amended.

At the moment there seems

At the moment, there seems little prospect of this. Japanese stockbrokers would put up a fierce resistance to the idea of banks entering their field. The MoF has a working group that is preparing proposals to reconcile the competing interests of commercial banks, the long-term credit banks and the securities houses. It may suggest that each group gives and takes a bit, but the bargaining could go on for years. Mr Norio Namitome, who is

analysing the position at the Japan Centre for International Finance, favours complete removal of all barriers. "Our removal of all barriers. "Our financial system is obsolete," he says. "We do not have time for bargaining. The markets abroad are changing too fast." Meanwhile, the Japanese authorities are also having to consider the prudential implications not only of these radical changes, but also of the Japanese hands, unid growth overnese banks' rapid growth overTokyo Money and Capital Markets

TTEM	1				100	PLEMENT.	LTION				
Deregulation of the Money & Capital markets	l	4/84	6/84	1/85	4	<b>/85</b> 1	0/85	4/86		9/86	4/87
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(2) Expand CD issue ceilings (Net worth ratio)	Ex	panded	ı	1		1/10 ex	panded (15	0%-2	)0%) <del>-&gt;</del>	expanded	or ceiling abo
(3) Shorten CD issue maturities	i		1	1.	1/4 (3-	1 month)	CLmo	lyes	r)le	ess than	month up to
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(1) MMC issue unit	1	!	1	ι –		mil	1	- 1		1 3	730-50 mil
(2) MOMC interest rate		1 .		ſ			4			lifferent	for period &
(3) MMC issue maturities	1 1	1.	1	٠:		onths —	1 mo	ath-1	year _		2011h-2 years 2011h-2 years
(4) MMC issue ceilings (Net worth ratio)		i		1		0%	1	200%		<del> </del>	300%
Relaxation/abolition of interest rate controls	!	•	1				1	1		•	
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(2) small denomination deposits	1	i	1	j		to be s	tudied on	-OMD	letion	of 3(1)	
Yen-denominated Bankers' Acceptances market	ł	1	1	:			300 COS			1	
Govt. bond futures market	i	1	1	ŀ			start			i	•
Tokyo offshore market		:	1	i		1	1	ł		I to sta	urt I
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Entry of foreign banks into trust banking			]	- 1		!		•	ensed		1
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Curoyen Market			1	- 1		<b>.</b>	l	ı		•	1
Euroyen Bonds	ı	1	1			I	1				<b>!</b>
(1) Relaxation of Guidelines for non-resident		1	•	- 1			,	i			ł
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b) Eligibility		:	•		-		> ratio	E sys	tem w	DE SCHOOL	ea ,
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Withholding tax on resident issues of		I	1	t			•	1		٠.	1
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han 6 months; domestic sales forbidden)			1/12.rela	exed			1	F			1
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l) Short-term		1 1/6 17	eregulated	ì	1	}	1	•			ı
· · ·		, 242									

The Japanese have long countered foreign suggestions that their banks are undercapitalised with the argument that they have large hidden reserves in the form of un-realised profits on their securities portfolios. But there is now a growing belief that capital ratios should be more

D. Direct Investment

Designated companies sys

"We have to take a broad European-style risk asset ratio. look at banking supervision." says Mr Shijuro Ogata, deputy governor for international affairs, of the Bank of Japan.
"It would be good if Japanese banks had capital in a more publishable and identifiable

The Ministry of Finance is considering introducing

which would set capital levels for banks based on the riskiness of their assets. Proposals are due this spring, but the MoF has already introduced some controls of this kind on the banks' overseas activities, mainly to curb their fast-

ness in the Euromarkets.

18/5 bill 1/7 took

deposit insurance scheme their communities raising premiums and to kick up a fuss.

intermitting training in anti-

Mr Gyohten says Japan is working on the international harmonisation of banking supervision. "But specifics differ, so it may not be possible to produce a single, simple rule."

This year will also bring moves to strengthen the Japanese deposit insurance scheme the raising memiums and to kick up a fuss.

radio dell'estre dell'antigratione di alle di disconsissione di disconsistione di di at inches multiples on cammes than stock; et franklig i sink meddan a pak of Erobbish

# Successful large-scale financing requires an ability to lead.



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YOUR RESOURCEFUL BANK

# Mr Toyoo Gyohten, director-general of the International Finance Bureau, one of the of Finance's three major sub-divisions: indisputably an "internationalist

rewards in policy-making terms. For the MoF bureaucrats themselves, in this era of liberalisa-tion and internationalisation. there is one position which counts above all others, that of vice minister for international affairs. It is the elite job in a

affairs. It is the elite job in a ministry of the elite.

It is held by the redoubtable and elegant Mr Tomomitsu Oba, but probably not beyond this summer when he is due to "descend from Heaven" to assume a major and lucrative post in the private or quasipublic sector. Though betting on a successor is eternally risky, one man is generally believed to be the clear helr-spparent to the throne. He is Mr Toyoo Gyohten, now directorgeneral of the International Finance Bureau, one of the MoF's three Bureau, one of the MoF's three major sub-divisions, and already a figure of substance in his own

Gyohten, now 55, is indisputably an internationalist. Born in Yokohama, he took an economics degree at Tokyo University, differing from his colleagues only in that most of them read law at Tokyo. He subsequently studied journalism at Waseda (and nearly became a journalist), attended Princeton University on a Fulbright scholarship, worked on the Japan desk at the IMF in Washington, served as special assistant to the president of the Asian Development Bank, and has, for the past decade, been in the thick of the opening of Japan's financial doors to the Japan's financial doors to the

REEN students of racing form and professional kremlinologists would enjoy following the Ministry of Finance. In no Japanese ministry is power so fiercely sought and probably in none does it bring so many the finance of the point in thinks in English, as well as Japanese. He likes the cut and thrust of debate, which is more matist. He will concede, the point of the po than can be said for most Japanese, who prefer to take refuge in circumlocution. He will even go so far as to dis-

Elite job at the top

play intellectual arrogance in dissecting what he considers to be defective arguments, be they from his own staff or from foreign official negotia-

some nice watercolours (he is an amateur artist himself).

He dresses sharply preferring checks and patterns to solids, and last year, resplendent in traditional dress, even made the cover of the Institutional Investor magazine, an international exposure to which Japanese civil servants have not exactly been accustomed.

But those who have followed Gyohten's career insist that it is misleading to look only at his international side. He is, after all, also the product of a his international side. He is, after all, also the product of a ministry which has been a flerce guardian of the "Japanese way" of doing business. Japanese bureaucrats who go out on limbs generally find themselves cut off and Gyohten has been adept at never pushing the limits of acceptability.

He has emerged in the last year as a strong, even striking

year as a strong, even striking advocate, of an offshore

Like any good Japanese bureaucrat, he is also a prag-matist. He will concede, matist. He will concede, theoretically, that some of the weaker domestic financial institutions will probably not be able to survive liberalisation in their present form; but, in the next sentence he will preach the virtues of prudential manage-ment and take pride in the fact that Japan has avoided the sort of big financial collapse that has afflicted the West so often in the last 20 years. In any case, as he is fond of saying, "all markets do not have to be the same."

At the moment, pragmatism is tending to serve the cause of internationalisation. It has of internationalisation. It has enabled Japan to find discreet ways round the legal separation of banking and broking businesses—at least for foreign institutions. This is the sort of reverse discrimination? es which Gyohten tacitly approves, provided that it be understood provided that it be understood that the day could come when, for domestic reasons, domestic

two to three years as vice minister before himself considering his descent from heaven. He could then be faced with an interesting choice — the conventional one of remaining a domestic power. maining a domestic power behind the government or doing what few Japanese have so far chosen, a second career with one of the major international financial or development institutions. His gualifications for both appear so far excellent.

# ON Constitutes Healthy Development of the Tokyo Capital Market

WHAT DEVELOPMENTS during the past year will have the greatest effect on the Tokyo capital market in 1986 and beyond?

Kanzaki: The two most obvious are the internationalization of the yen and deregu-

To understand the background for the growing role of the yen, a person needs only to track two numbers: nominal gross national product and personal financial assets. Japan has become a global economic power generating an enormous excess of savings.

According to figures compiled by Nikko Research Center, personal financial assets, at ¥528 trillion, have grown 13.5% annually since 1975, compared to nominal GNP growth of 8.1%.

In reality, there is little chance of the gap narrowing. For that to happen, savings would need to stop or growth in GNP to accelerate to a high rate. The structure of the Japanese economy and fiscal policy make it difficult for the domestic economy to absorb this high level of savings.

The surplus must go somewhere, and therefore Japan is becoming a capital exporter.

Some measures exist on just how far the yen must go to become a truly international currency. For example, Japan's share of world trade is 8.5%, compared with 9.0% for the Federal Republic of Germany. But the deutsche mark accounts for 12% of the reserves of central banks, compared with only 5.2% for the yen.

As the internationalization of the yen progresses, there will be no turning back. And I think deregulation is also an irreversible trend.

WHAT DOES this trend toward deregulation mean for the development of capital markets in Japan? And what does it mean for your business?

Kanzaki: All of us in the industry joke that deregulation is not necessarily good. It is much easier to operate in a highly regulated environment with minimal competition. However, I will let a previous generation write about the joys of no competition. My job is to devise competitive advantages for Nikko in a highly fluid environment.

To respond to your question on deregulation, I will make two points about the state of Japan's capital market.

First, the process of removing restrictions on the long-term capital market has been fast and smooth. There is still room for improvement, but I think Japan has a free and open market. It is also a sizable market, approximately a third the size of the one in the United States.

Second, the area needing the most change is the short-term capital market or money market. An active, broad-based market for short-term government securities is essential to the overall development of the capital market. For example, the daily trading volume in short-term government securities is not that much lower than in the United States. Thus, there are appearances of a market.

But reality is in striking contrast with the level of these securities outstanding, with Japan having only a small fraction outstanding of what the United States reports. This means that in Japan, the whole amount outstanding was turning over some laws.

standing was turning over every several days.

The lack of a treasury bill market in Japan is the principal reason why the yen is not being used more widely as a reserve currency. Even so, the role of the yen as a reserve currency is increasing at a fast pace.



Yasuo Kanzaki

Promoted to senior managing director and the head of Nikko's international operations in November 1985, Yasuo Kanzaki has spent 30 years with Nikko Securities in both domestic and International positions.

HOW QUICKLY do you foresee the development of a broader money market?

Kanzaki: I do not anticipate any major changes this year, but the environment for change is improving.

The biggest obstacle is the regulation of interest rates. Step by step, the rates of large deposits have been liberalized and the range of maturities increased. But we still lack the full selection of instruments and the flexibility in interest rates directly necessary for the development of a money market and equally important for the overall development of a vigorous capital market.

WHAT INFLUENCE will the admission of six non-Japanese securities companies to membership in the Tokyo Stock Exchange have on the Tokyo capital market? And what could be the effect of an offshore market?

Kanzaki: I believe that more competition helps increase the size of the pie rather than just cut it into smaller pieces. I therefore welcome more participants in the market.

I do not think the six new members are looking solely at the benefits of handling their own trading in Japanese securities. I think they see Tokyo—as we do New York and London—as one of the three essential links in a global trading system. When the markets close in New York and on the West Coast of the United States, they can trade U.S. securities here in Tokyo. As more American and European companies list in Tokyo, the opportunities for trading global equities in Tokyo will prove

in Tokyo will grow.

The question of the offshore market is linked to the point I was just making. I think an offshore market will have the effect of bringing more financial experts to Tokyo. The ideas they will generate will not be restricted to the offshore market, and these ideas will find their way into the domestic financial system. The result will be new products and participants and ultimately a bigger pie.

YOU MENTIONED global equities. In 1985, Japanese individuals, and some institutions, were active in buying foreign equities. What is the background of this sudden surge in interest?

Kanzaki: I already mentioned the growth and diversification of financial assets, but that by itself is not an explanation.

I believe many individuals in Japan are becoming more sophisticated in making investment decisions. They see that economic expansion in Japan is slowing and realize they must look elsewhere for investment opportunities

They started by learning in the bond market, from the interest rate differentials. They discovered that Japanese equities are selling at higher multiples on earnings than stocks in the United States. They also saw the higher yields on American shares. Their conclusion is that they should be looking globally for bargains. And they have also been encouraged by changes in the tax treatment of foreign dividends.

OVER THE past six months, net portfolio investment in overseas securities was more than \$30 billion, and daily trading of foreign shares listed on the Tokyo Stock Exchange has been increasing rapidly, and more foreign companies are listing in Tokyo. Do you think the recent growth was healthy, and will it continue?

Kanzaki: I most definitely believe it is healthy and will continue. Compared with the past, Japanese investors are better informed. They have followed the effect of the oil crises. And they have been educated to the financial revolution occurring around the world.

The trend in recent months is revealing. Investors began showing serious interest in foreign equities in May 1985 and buying grew. Then came the G5 meeting and the drop in the dollar. Many investors immediately had paper losses. The experience of similar situations in the past would lead us to conclude that investor interest would sour. That has not been the case, and buying is increasing again—even with a consensus among experts that the yen will continue to appreciate.

In fact, in recent months, more than half the stock transactions in some Tokyo branches of Nikko Securities have been foreign equities. We have quickly had to internationalize our entire operations. All our sales representatives must be able to explain foreign equities because clients are bound to ask about them—even if we do not make recommendations.

I am also proud to say that we accounted for a third of the trading on the foreign section of the TSE in recent months. I believe this points to our traditional strength in equities and our ability to respond quickly—with good information—to investor interest.

I will make a final point on the investments by individuals in overseas securities. Many analysts frequently point to the 49% share of trading on the TSE accounted for by individuals—who own only 26%—and conclude that Japanese individuals are short-term investors. This conclusion is wrong because that figure is the mean and not the median. Most individuals invest for the long range. They buy and hold. A small group of individuals—the semiprofessionals—are active traders and therefore skew the figures.

HOW DOES the bond market fit into the overall picture of the Tokyo capital

Kanzaki: In recent years, there has been gradual deregulation of both yen-denominated and foreign currency-denominated bond offerings in Japan by foreign entities. Potential issuers now have more options, and the list of entities eligible to issue here is growing and will continue to lengthen.

Needless to say, a healthy bond market is important for Japan to function effectively as a capital exporter and Tokyo as an international money center, assuming its proper place in the world of 24-hour trading.

ALONG WITH your recent promotion to senior managing director, you became head of Nikko's international operations. What priorities have you set?

Kanzaki: The constant priority at Nikko and a continual theme of Mr. Umemura, our president—is response to client needs.

This translates into several concrete priorities for me. For instance, the total trading in foreign fixed income securities last year was \$346 billion, most of which was U.S. Treasury securities. To serve our clients better, we are anxious to become a primary dealer for the U.S. government. Another example is in how we structure our operations to serve clients in the Euromarket.

A second priority is to broaden the selection of securities our representatives abroad can offer. Our traditional strength has been in marketing Japanese equities, and it is frequently difficult to swap one proven pattern of success in sales for another.

Another task that has been assigned to me is the development of international capabilities throughout our domestic organization. It means we will have to rotate experts within Nikko—even from country to country—and recruit new talent as necessary.

There is no lack of things to do in a fastpaced market where the constant feeling is one of running to catch up even when you are confident of being among the leaders.



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# New areas sought to boost profit

### Commercial Banks

DAYID LASCELLES

JAPAN'S 13 "city" banks may be the bedrock of the country's financial system but they are also bearing the brunt of the huge changes that are sweeping through it.

As their top executives see it, the much-vaunted "liberalisation" of Japan's financial market iis bringing them few direct benefits. Instead, they are having their margins squeezed by higher funding costs, while other institutions including foreign banks move into more fashionable lines of business like trust banking and securities from which they are securities from which they are barred by law. Some of their bitterness is,

of course, calculated to press home the point that they too want to gain from the changes. Privately, some bankers welcome the entry of foreign bankers banks into the Japanese securi-ties business because it opens an avenue down which they, in time, will also travel. But there is no denying that the city banks' present predicament calls for bold tactics to offset the decline of their tradi-

tional markets.
This was brought home with some force last year as their profits began to level out. In the six months to September, their pre-tax earnings were up only 1.2 per cent, and Japan's most profitable bank, Sumitomo, now makes less money than Nomura Securities, its largest

securities bouse.
The results also showed wide variations in performance, partly it is said, reflecting tise different impact of liberalisation on the banks, whose results are usually quite uniform. They ranged from a decline of 10 per cent at Sanwa Bank to a gain of 38 per cent at Kyowa Bank.

The reasons behind the easing in profits growth have apparent for some time. one side, the banks'

operating costs are rising because of their dependence on the money markets where interest rates are unregulated. That dependence is still only about 25 per cent, but growing. their staple product—Ioans—has been undermined by the high level of corporate liquidity, specially at the big companies, and the trend towards securities finance.

Broadly, Japanese bankers see a two-pronged answer to their problem. One is to raise the efficiency of their tradi-tional business and find ways of widening the spreads on loans. The other, more challenging, is to branch out into something

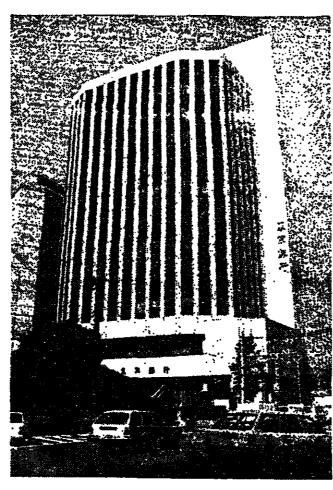
The scope for raising efficiency is probably greater than banking executives are prepared to admit. After decades of regulation, the banks have acquired large and not very strongly motivated staffs: very strongly motivated staffs; the standard of service, particu-larly at the retail level, is in-different, and investors seem ready to accept lower profit-ability rates than in other countries.

### Cash machines

At least insofar as their domestic performance is con-cerned, Japanese banks do not the super-efficient, throat image they have abroad. As a great concession to their customers they will shortly keep their cash machines going one hour longer, till 7 pm. But people will have to pay Y100 (400) for withdrawal. (40p) for withdrawal.

Although lay-offs are unheard of, bankers say they intend to boost the productivity of their branch networks, possibly by trimming the number, and pushing more products out through the rest, such as loans for medium- and small-sized companies which still need credit but which have been neglected by the big banks in

The banks also want to reform the present over-rigid system of prime rates which is linked to the Bank of Japan's discount rate rather than to the actual cost of funds to the banks



pass changes in interest rates through to their borrowers more quickly, though whether they would do it as quickly on the way down as on the way up remains to be seen.

International expansion is mother major pre-occupation. With their aggressive pursuit of foreign business, the banks' of foreign business, the banks' revenues from international operations are growing faster than the rest (they were up over 20 per cent in the first half of the fiscal year). While this may be keeping Japanese bankers busy, it is actually watering down the banks' profit-ballity because the returns the ability because the returns they earn overseas are even lower than those on their domestic

sion will continue, partly because the big banks see it as an essential part of their longterm strategy, and as an alternative to the unattractive local market. More to the point, though, they consider that in-volvement in foreign markets is the best way to acquire new banking skills. In time-honoured themselves.

Japanese fashion, they want to
This would enable them to learn from the "gaijin."

This is particularly true of the securities business: all the major banks have active mer-chant banking subsidiaries in London through which they conduct a huge amount of Euromarket volume. They have also hinted that they want to enter the discount broking business in the US.

Although the banks are not allowed to offer these services on the home market, it allows them to keep abreast of new developments, and prepare for the day when Article 65 is amended or, more likely, gradually eroded.

Not that the right to engage in domestic securities opera-tions would provide Japanese banks with vast new sources of profit. Just as the Midas touch everything to gold, but knocked the bottom out of the gold market in the process, the entry of the city banks into would unleash an intense wave of competition.

Whether banks would then buy up the brokerage houses, Japanese banks' main concern merge with them or face them is to establish their right to a head-on is a matter of some share of the changes speculation. But at least the going on around them



Bank of Tokyo, one of Japan's 13 "city" banks. Above: Mr Ichiya Kumagai, head of the international banking group of

Sumitomo, a simple goal " to develop commercial banking, merchant banking and, wherever we can, to do securities business"

banks would be able to offer securities products to both bor-

In facing up to these changes, the banks are also having to pay more attention to their re-sources. Undercapitalised by western standards (though boasting hidden reserves) they face the considerable costs of installing new systems (Sumitomo is spending \$300m on new computers). The banking authorities are also considering introducing new capital ratio requirements which will focus ankers' attention more closely on the returns they are

Whether this produces a change in the Japanese banks' style is a major question for the future. Foreign bankers naturally hope that the city banks occupied the city banks into rather than just accumulating securities markets market share and expertise, with little apparent regard to the cost.

# Dogged rise to the top

JAPANESE BANKS now have more foreign assets than banks from any other country, including the US, according to the latest report from the Bank for International Settlements in Basie. At the end of last September, these amounted to \$64000 for surpassing the US \$640bn, far surpassing the US banks' \$580bn.

This development, though This development, though impressive, can hardly have come as a surprise to the rest of the international banking community which has observed with a mixture of amazement and alarm the way that Japanese bankers have doggedly, if not ruthlessly, been building up their international business in the last few years.

A major international Japanese banking presence is now a fact of life, and it will probably continue to grow apace. Among the reasons for this is the near saturation of Japan's domestic banking market, and the far greater opportunities open to Japanese bankers once they escape the regulatory straitjacket of their home territory, particularly in the securities business.

This applies not only to the big "city" banks which carry well known names like Fuji, Sumitomo and Mitsubishi (as well as the Bank of Tokyo which specialises in foreign business) but also Japan's specially constituted long-term credit banks, like the Industrial Bank of Japan, and its leading trust

Despite their huge foreign asset volumes, Japanese banks are still relatively little foreignoriented compared to the major banks from the US and Europe. Typically, a city bank will have less than a third of its assets overseas, compared to 50 per cent or more at banks from other countries, and their foreign branches number only a few dozen, which leaves conscope for further growth,

"The Japanese market is very crowded, but we still see oppor-tunities for making money abroad," said Mr Atsushi Masuda, head of international banking at Mitsubishi Bank. " If we open a branch in Japan, it takes 10 years to make a profit become more pre- If we open one in Houston we with profitability can make money in three can make money in three

> The Japanese banks have con-centrated their efforts in two main types of business: international lending, and invest-ment banking. After the decline of the syndicated loan market will be raised to 75 per cent in the wake of the LDC debt eventually.

crisis—one of the Japanese banks' favourite lines of business—they have shifted their focus to the corporate loan sector where they have bid aggressively for market share.

other The phenomenon is their equally fierce assault on the inter-national capital markets where names like IBJ, Bank of Tokyo and Mitsubishi frequently appear at or near the top of the league tables of managers of securities deals.

"Without investment banking skills, we cannot expand overseas," says Fuji Bank, which is one of the more over-seas oriented banks with 42 per cent of its assets abroad.

### International operations DAVID LASCELLES

Capital markets activity is certainly providing Japanese banks with an alternative to straightforward, and unremun-erative, lending, though it also gives them the chance to learn the business in anticipation of the day when they are admitted into the securities business

merchant panking substitutives and South East Asia are the which—ironically—send representatives back to Japan to than South America, Africa solicit underwriting business and the Middle East which are which their parent banks may not sufficiently industrialised

Much of the Japanese banks expansion has been achieved through a gradual build-up of branches and personnel. But there have been occasional big there have been occasional big strides through acquisitions, like Sumitomo's purchase of a con-trolling stake in Banca del Gottardo, the largest foreign-owned bank in Switzerland which gives Sumitomo a strong place in that country's busy investment banking business.

Last year, IBJ also bought 51 per cent of the J. Henry Schroder Bank, the US com-mercial banking arm of Schroders, the London merchant bank. "This will give us ex-perience of the US wholesale market," said Mr Susumn Okabe, IBJ managing director. IBJ's stake, which cost \$79m.

Apart from small forays in the California market (where there is a large Japanese ethnic community) the Japanese banks have held back from the retail business, and seem unlikely to push in that direction in the foreseeable future.

foreseeable future.

Mr Ichiya Kumagai, head of the international banking group of Sumitomo, which claims to be the most internationally-minded of the city banks, says his bank's international goals are quite simply: "To develop commercial banking, metchant banking and wherever we can to do securities business."

The Japanese do, however, appear to have passed up an opportunity to develop the securities side by holding back from buying a British stockbroker, as many foreign banks have amid the changes brought about by the big bang deregula-tion of the London Stock

Mr Roy Takata, managing director of the Bank of Tokyo, says he doubts that Japanese banks would have received approval from the all-powerful Ministry of Finance for such a blatast move into the county Ministry of Finance for such a blatant move into the equity business. He expects that Japanese banks will use the opportunities presented by the securitisation of the banking market to do more "creative rebundling" of their services.

Geographically, the Japanese have the advantage of coming late to the business and being In the meantime, these late to the business and being activities tend to be concentrated in their London-based selectively. The US, Europe and South East Asia are the favourite destinations rather favourite destinations rather favourite.

for Japanese taste. Although Japanese bankers have ambitious goals, they face a large hurdle; profitability. Many of them admit that their foreign operations are less remunerative than their business—mainly, non-Japanese bankers would say, because they pare margins to the bone.

This may be acceptable to them so long as the Japanese banking authorities allow them to operate with less capital than t 51 their foreign competitors. However, new banking regulations are being introduced which could oblige Japanese banks to pay more attention to the re-turns they are earning, rather than just the marginal profit. The authorities have also been ne aumornes have also been quite firm about the provisions they expect banks to make against their doubtful loans to Third World countries.

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# A vast market ripe for competition

# **Trust Banks**

DAYED LASCELLES

TRADITIONALLY ONE of the more staid components of the Japanese financial scene, trust banking has been thrust into the limelight by a couple of developments.

One is the enormous growth of the Japanese pension fund business which is, by law, the lent to about a fifth of all exclusive province of the trust Japanese banking assets. The banks and the life insurance largest of them, Mitsubishi companies. Now increasing at a rate of 20 per cent a year, it which ranked it among the currently exceeds Y20 trillion (\$100hn) and could, it is estimated more than treble by the end of the century.

banks to enter trust banking, a vices such as real estate brok-move which both injects a ing and stock transfer, which powerful new element of com-petition into this vast market, than the commercial banks, and begs all sorts of regulatory They fund themselves from questions since these banks now deposits, savings and the money enter acress to a business from enjoy access to a business from markets. which Japanese banks are still In re-

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Japan of foreign asset manage- laries overseas, and participate lines laid down by the Govern- sion fund business: it is very ment technology and expertise quite actively in international ment. conservative."

in order to modernise trust lending and securities under- It was against this backbanking. Though possibly less writing and distribution. glamorous than other segments. In the first nine month of the financial services indus-try like securities, it plays a vital social role given the ageing of the Japanese population.

Japan has seven trust banks, and a commercial bank, Daiwa Bank, which has traditionally been allowed to conduct trust business. At the end of March last year, they had assets of Y60 trillion (\$315bn), equiva-lent to about a fifth of all

end of the century.

funds, the banks engage in a
The other was last year's wide array of asset management funds, the banks engage in a decision by the Japanese bank- activities, as well as regular ing authorities to allow foreign bank lending, and special ser-

which Japanese banks are still in recent years, the trust the minimal variation banks have taken an increasingly international view of trust banks also suggests that their business. Between them they unadventurously pursue create this anomaly in order to they now have more than 90 similar investment policies.

In the first nine months of last year, four of them (Sumitomo Trust, Mitsubishi Trust, Mitsui Trust and Yasuda Trust) ranked among the 50 most active lead managers in syndi-cated Euroloans and note issuance facilities (NIFs).

### Concession expected

The trust banks still have a limit of ten per cent as to the can invest abroad. But they are pressing to have this raised to 20, possibly 30 per cent. Given the renewed strength of the yen, the Ministry of Finance

The main criticism that is levelled against the trust banks is that their protected status has made them complacent. Their investment record has certainly not been spectacular and the fees they charge are, in many people's view, rather

encourage the importation into branches, offices and subsid- albeit within the tight guide-

ground that the MoF last year said it would allow in eight foreign banks, one for each Japanese trust bank. In the event nine applied, and they were all accepted: Morgan Guaranty, Barclays, Manufac-turers Hanover Trust, Union Bank of Switzerland, Credit Suisse, Chase Manhattan, Chemical Bank, Bankers Trust

and Citicorp. Of these, four (Chase, Citicorp, Morgan and Bankers Trust) are already operating. and the rest expect to begin later this year.

later this year.

The Japanese trust banks obviously have mixed feelings about this sudden influx. Mr Tamotsu Hanada, managing director of Mitsubishi Trust, said: "Initially we resisted change. But we took a historical view and decided it was better to open up than have outsiders break us up." In practice, banks like Mitsubishi are helping the foreigners set up their operations in Tokyo, hoping to learn something about foreign asset manthing about foreign asset management methods in

Mr Hanada commented: "We feel secure for the time being. It will take time for foreigners

in Japan claim to have made a deliberate decision not to go for trust banking for precisely that reason. The chances of wrestling more than a tiny portion of the market are considered to be small, yet the cost of entry could be high (minimum capital of Yibn plus all the computer hardware and software, the premises and the

### New law awaited

Mr George Curuby, of the Tokyo-based financial services management consultancy firm International Business Inform foreign banks, doubts that they they specialise. "On average, each bank will generate only \$2m in fees annually by the year 1990," he predicts.

Mr Curuby believes that the tables will be turned on the foreign banks. "The Japanese will acquire the asset management technology and know-how from foreign institutions, and they will then go out and

penetrate the Japanese pen- held off knowing that a new

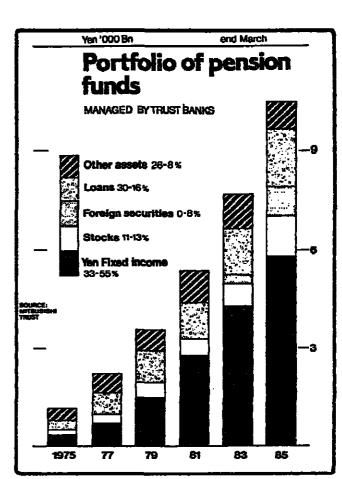
law on investment advisors, due outside the trust banking sector certain rights to manage funds on a discretionary basis.

Although this will not enable them to manage pension funds, it will give them an entree into investment management

The foreign banks that have taken the plunge are, naturally though they are not making extravagant forecasts. No one expects to make money in the first year, and few in the next couple of years. "This is not an automatic recipe for suc-cess" says Mr Robert Binney, country manager for Chase Manhattan whose trust bank is hoping to make a specialisa-tion in managing assets disposed of by commercial banks.

Mr Michael Tomalin, gene-ral manager of Barclays, says it will "give us another franchise in Japan. It is difficult but not impossible to penetrate the pen-sion fund market." He points out that Japanese fund gers sometimes delegate business to co-managers.

The foreign banks believe their main strength will be their ability to outperform the Japanese trust banks, and since the pension market is so huge,





The bond futures trading floor in the Tokyo Stock Exchange.

# Business starts to take off

### **Euroyen Bond** Market PETER MONTAGNON

GREAT THINGS were expected of the euroyen market when Meralisation got underway in 1984. Suddenly a whole new dimension was supposed to be added to the international capital tal markets as new options were created for borrowers in both the eurocredit and eurobond

.In the event, the development of these markets has proved something of a struggle. Business in medium term yen eurocredits. Is still strictly limited, but with the parallel grolution of the debt swap market and the firming of the Japanese currency in the second half of last year business in the euroyen bond-market has begun to take off.

For the first time last year, according to the US investment house Salomon Brothers, the share of yen issues in total international bond market activity exceeded that of the activity exceeded that of the D-mark at 7.6 per cent compared with 6.8 per cent. Demand for yen bonds both inside and out of Japan grew as the currency appreciated. Borrowers were keen to take advantage of this as they could protect themselves against exchange risks by swapping their obligations into other currencies.

other currencies.

With hindsight it is easy to see why the new markets got off to such a slow start. Japan finances only a small proportion of its foreign trade in its own currency, so relatively few borrowers have a natural interest in yen funding.

Japanese corporations do have such an interest but their have such an interest but their their portfolios of bonds access to the market has been denominated in dollars and held up by the process of liberalisation which has concen-

yen has never played a very large role in international financial transactions. According to Mr Nobuya Hagura, president of Dai-Ichi Kangyo Bank and chairman of the Japan market fully to come of age. Inberalisation has brought a deposits accounted for only 2 In the bood market for per cent of the eurocurrency

lending has increased rapidly over the past few years it still represented only 3.8 per cent of total international bank lending by the middle of last year.

In other words, the international banking system is still not used to dealing in yen in instruments a genuine justification are needed before the opportunities created by liberalisation really start to pay off.

any sizeable amounts. There is an underlying fear that yen eredits may prove hard to fund. That has held back the deve lopment not only of the credit market, but also of other float-ing rate debt instruments such as yen-denominated certificates of deposits and floating rate notes. There has only ever been one Yen FRN, a Y15bn issue for Credit Foncier de France launched by IBJ International

By contrast business in fixed rate and dual currency bonds has been more robust. Initially borrowers in this market were held back by fears the currency would appreciate (paradoxically investors were resisting such issues at the time because the interest coupons were regarded as too low compared with those on dollar bonds).

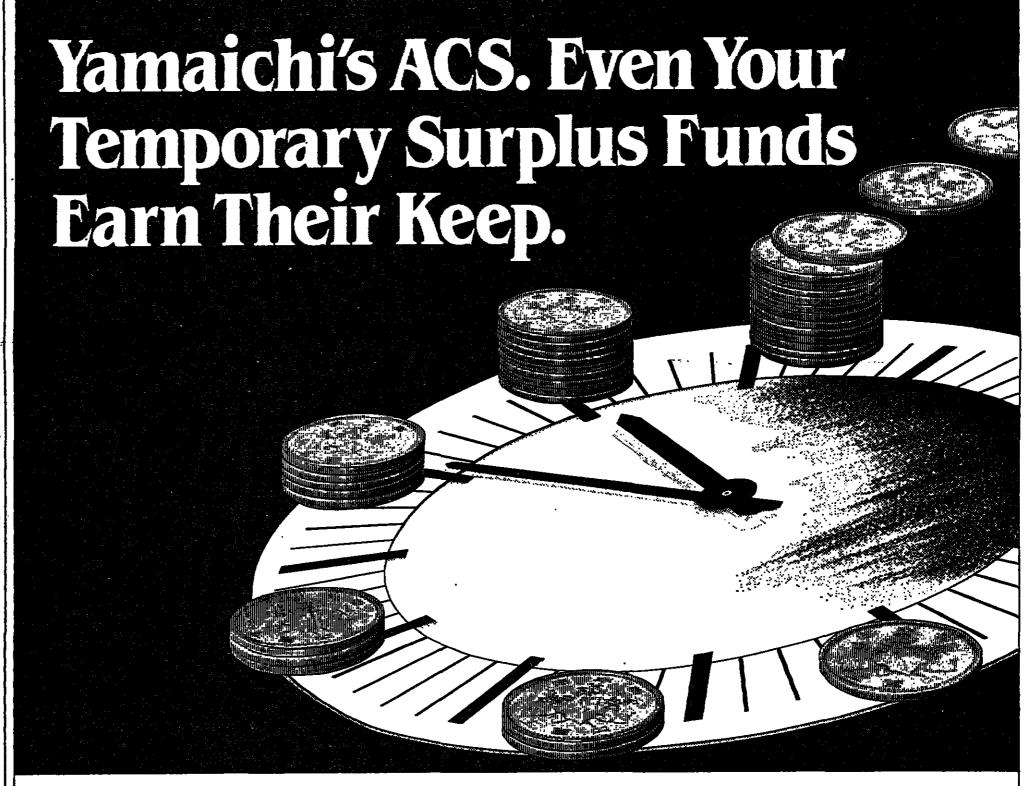
That is still a problem, but what has changed is the rapid development of the debt swap market which allows borrowers to transfer their obligations into other currencies. Most investment banks typically now have senior staff in Tokyo engaged full time in arranging

lopment of the market in dual currency bonds (which are issued in yen and repaid in dollars) and in conventional fixed rate issues too. February saw the launch of a Y80bn issue for Canada, the largest euroyen issue to date and one sizeable enough to ensure a fairly active aftermarket in secondary dealing.

Most euroyen issues are still ultimately placed back in Japan with resident investors. Their demand for such bonds increased with the rapid rise of the Yen last autumn which sed them large los other foreign currencles. Foreign investor demand for liberalisation which has concern trated on business for non-residents. Slowly, although it is picking Partly as a result of this the up slightly in response to yen has never played a very currency developments.

In the bond market, for example, convertible issues, issues with warrants attached, market in June last year.

Similarly, the yen had a shere of only 4 per cent in world official foreign exchange coupon issues are all now permitted. In most cases, however, these instruments are still very the same of the convertible issues, issues, with warrants attached, deep discount bonds and zero coupon issues. these instruments are still very much at an experimental stage. Time and an economic back-ground which lends their new instruments a genuine justifica-



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# New needs force rethink

**Long-term** credit banks CARLA RAPOPORT

"NOW THAT Japan's heavy industries have found themselves over-equipped and the emphasis is on the quality, not the quantity, of output, demand for credit is naturally modest. As a result, it is widely believed that the days of the separated financial cial institutions, such as the long-term credit banks, are numbered."

This comment, made by a senior official at the Bank of Japan recently, sums up the view of many top government Loans outstanding officials and business executives. Some see the long-term credit banks as an embarrassing stumbling block on the road to full financial deregulation, others see the banks as potential dinosaurs saddled with huge portfolios of underperforming

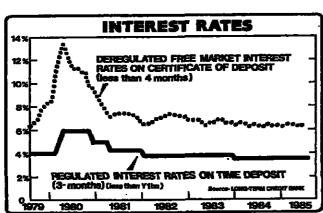
assets.
The banks themselves, the Industrial Bank of Japan (IBJ) Long-term Credit Bank (LTCB) and Nindon Credit Bank (NCB) and Nippon Credit Bank (NCB) naturally, take quite a different view. Set up under the long-term credit bank system intro-duced in 1952, the banks were cial banks of the pressure of long-term financing. In essence, the banks aimed to substitute for Japan's undeveloped capital market through issuing bank

dependence.

By providing inexpensive, long-term financing to Japan's industry during the 50s and 60s, the long-term credit banks came to symbolise the country's industrial rebirth. As Japan is a country devoted to tradition and obligation, the banks are unwilling to bank on their place in society, even if their original raison d'etre has all but

"It is true that all the main reasons for creating the long-term credit banks have disappeared," says Mr Mamoru Sakai, president of the LTCH, the second largest of the three. "But our institution has accumulated know-how and expertise and information. Also, through the process of developing uses for funds, we have developed a highly respected

"These are resources which we think should be used to help



	_			
	(Y b Long-term loans	on) Short-term Ioans	Total	Percentage share
Long-term credit banks (3)	6,865.6 79.6%	1,758.5 20.4%	8,624.1 100%	17.0
IBJ Long-Term Credit	3,359.7	878.7	4,233.3	5.9
Bank of Japan Nippon Credit Bank	2,337.6 1,168.4	627.5 257.4	2,965.1 1,425.7	5.9 2.8
City banks (13)	5,420.6 27,5%	14,263.8 72,5%	19,684.4 100%	39.2
Other banks and financial institution	s n.a.	п.а.	21,982.5	43.8
Total of all private financial institutions	27,636.1	23,152.3	50,188.4	100
# To 1675 commonice	listed A-	the Tolera	Stock T	

recent deregulation of interest

Susumu Okabe, managing director of IBJ, his bank intends to export its knowledge of long-Susmu Okabe, managing director of IBJ, his bank intends to export its knowledge of long-term finance to countries and institutions worldwide.

Indeed, city banks have been moving into the long-term finance markets for some years now, and the long-term credit banks as a result have already start of the decade.

banks, as a result, have already start of the decade, been aggressively exporting According to Mr Mario their know-how overseas, A Mizukami, managing director primary target has been the and general manager of plan-Eurobond market. ning at LTCB, however the

The IBJ and LTCB are pre-ceded only by Nomura and returns and even losses in Daiwa Securities in the ranking recent years because of the of Japanese institutions accord-anomalies thrown up by the ing to the number of Eurobond issues of which they were rates. leaders or co-leaders in 1985. "It is often said that there

With combined assets of more than Y52,000bn (around \$260bn), a combined workforce of nearly 10,000 people, the long-term credit banks will have to expand into much more than Eurobonds. Along with most of

below market level. Therefore, city banks anxious to expand their business can use these funds to penetrate the long-term market.

As a result, the long-term banks, which have to raise funds at the higher, certificate of de-posit level, must accept losses if they want to compete with the city banks and maintain their client base.

Such a policy, they believe, is not as self-destructive as it looks. The long-term bankers believe that the full deregulation of interest rates will ulti-mately merge the cost of funds to one line, that being the interest rate on CDs plus 0.5 per

At that stage, the long-term banks will be able to make money on the same client basis and hopefully, at a lower cost than that of the city banks burdened with their large branch networks. The three long-term banks together, have just 57 domestic branches, while the 13 city banks together operate 2,730 branches.

NCB, the smallest of the three proudly points out this advantage, claiming in fact it is already among the most efficient banks in Japan. NCB's assets per employee in 1984 was around Y5bn, compared to Y3.3bn average for the three and an average of Y761m for all Japanese banks. Profit per em-ployee is also nearly twice the average of the three long-term banks and six times the national

"With financial liberalisation, interest rate expense will be equalised on non-interest expenses, branches, personnel, will make the difference. In NET ASSETS held by Japan's this light, it is not a branch network that is important, but how rapidly we can have dethe first time in the middle of regulation on small deposits January. It took 33 years to and fast we can automate our reach Y10,000bn, but only a operations to reduce non-time when the property of the property o interest expenses," says Mr Mizukami at the LTCB.

that the time may come when the the bank may have to consider exp changing its name, in order not to confuse customers.

is a legal fence between long-term and short-term financing The other two may not need in Japan," he said. "The only fence is really on the fund-raising side. When it comes to use of funds, there is no bar-rier. Both can penetrate each to change their name, but their roles will just as certainly continue to change. Certain privileges, such as earning fees as the "commissioning bank" on other's areas," he says.

Because of the regulation on doubt be lost over the next few





Mr Mamoru Sakai president of the Loug-term Credit Bank (LTCB), second biggest of the three banks and Mr Susumu Okabe managing director of the Industrial Bank of Japan (IBJ), the biggest

# End in sight to the cosy era

Investment Trusts

YOKO SHIBATA

investment trusts topped the Y20,000bn (\$1,052bn) mark for this figure.

ultimately evolve into a merchant bank, along the US style.

As a result, Mr Sakai admits
that the time may seem that The rapid expansion of investthe same period. Financial experts point to a huge issuing of government bonds and a bullish Tokyo Stock Exchange, in addition to investors' grow-ing preference for higher yields, as the main factor behind this expansion of the

investment trusts,

The trigger for this explosive growth was the launch of medium-term government bond funds in 1980. Within a brief time-span these have developed into a major financial instru-ment totalling Y6,000bn at their peak in 1984 and accounting for 50 per cent of the total net asset value of investment trusts. However, bond investment trusts have now had to give up their leading position to stock investment trusts, which have topped the Y10,000bn mark for the first time, up 29 per cent from a year earlier. The comeillustrates the shift in investnent by individuals away from risk-averse to high-risk and

investing in public corporate bonds came to 19,672bn, of which medium-term government bond funds accounted for Y4,008.6bn, down 22 per cent from a year earlier. The fall was caused by the flow of funds mainly to a new bank instrument with similar features. Money Market Certificates (MMCs) which were

launched in Marsh last year.
From a peak in April 1984,
net assets of the medium-term
government bond funds fell as much as ¥1,950bn, and this has become a cause of concern to the securities houses.

If a similar flight of funds amounting to almost Y2,000bn,

happened at the banks, it would cause a run," a senior official of a major commercial bank

savings instrument designed for than 100 such funds, worth Singapore, Italy and Spain.

individual investors, resulted Y2.500bn, were established last from the removal by corporate investors of their funds to MMCs. Holdings by corporate investors have declined from a peak figure of 55 per cent of medium-term government bond funds' total net assets to 22 per cent at the end of last year. Total net MMC assets expanded Total net MMC assets expanded to Y5,800bn, surpassing medium-term government bond funds in less than 10 months.

Last December, four major brokerage houses farmed a working party to promote sales of their financial instrument and proposed a revised sales plan for medium-term govern-

plan for medium-term govern-ment bond funds for the finance ministry's approval in early January. This action reflects the degree of the concern felt by the securities industry. " Medium-term governme

bond funds were a powerful financial instrument in the transition period while interest rate deregulation was taking place. As fully-fledged financial deregulation occurs it has be-come an out-of-date com-modity," the same bank official

Larger share

The medium-term government rate-regulated financial instru-ment, with its coupon rate set lower than one-year deposit at 5.475 per cent (the prospective dividend rate). A larger share of short-term money instruments such as call loans are portfolios to proportion medium-term

In an attempt to help better performance of investment trusts the Ministry of Finance will sllow the industry to invest in certificates of deposit from this April. But investment in CDs is limited to 10 per cent of net worth of the funds strong opposition to the security industry's entry into strong

the money market. The present year will see reforms to the investment trust industry as it adjusts to the changes and challenges brought about by the deregulation and internationalization of financial

companies have to improve fund management track records to match the increased impor-tance placed by investors on high returns on their invest-

investment trusts last year was The slump in medium-term largely due to the popularity government bond funds, a of spot type trust funds. More

but they performed year. poorly, unable to top the rise of the stock market. Under-performance reflected lack-lustre performance by hightechnology stocks, in particular electronics in which investment was heavy. For example, the return of 92 Japanese open end trust funds last year was only 2.3 per cent above the level their clients had initially invested. Only six funds out of 92 beat the rise in the Nikkei average index which is a broad measure of the Japanese stocks

Recently, Japanese securities houses have begun stepping up their efforts to sell high return foreign trust funds investing in bonds and stocks overseas, with portfolios managed by overseas fund managers. Net assets of such trust funds reached Y557bn at the end of last Nov-ember, an increase of 65 per cent from a year earlier.

The boom caused a stir, mong the securities industry, implying that individual investors have become sensitive to rates of return and are begin-ning to spurn poorly perform-ing domestic trust funds. There is criticism that such sales efforts of securities houses of foreign funds merely proves their own weakness in portfolio-

Of late, Japanese brokers have enhanced their links with foreign investment manageforeign trust funds. At present, 39 such foreign trust funds are marketed in Japan, as rivals to domestic trust funds offered by linked to major securities

The growth of foreign trust funds showed no sign of slowing, despite the finance ministry's instruction to the sellers of securities to warn potential buyers of the foreign exchange risks and the current steep appreciation of the yen against the dollar.

Japanese fund managers could have diversified portfolios into high-yield overseas equities. But their conventional policy of going for "low-risk and low-return" positions has limited overseas equity investment to 7 years over the testment to 7 per cent of the total net value of trust fund assets at the end of December 1985. This 95 per cent is invested in the US. Last November, the of overseas markets, where investment by Japanese funds is permitted was extended from 11 markets in nine countries to 30 markets in 23 countries including Hong Kong,

Japanese fund managers cite various legal constraints binding the industry for their poor ment. However, foreign fund managers ascribed their poor performance to abuse and conflicts of interest within invest-ment trust companies. Japanese investment trust companies are run by 12 major securities houses, the market-makers who trade on their own account and issue new shares. As a result, the investment trusts are used often as dumping grounds of poorly performing stocks of parent-brokers.

Concern

The serious underperformance of Japanese investment trusts has often been a cause of concern to the financial authorities. The finance ministry has encouraged the estab lishment of "characteristic and attractive " trust funds such as Daiwa securities "domestic and foreign bond trust funds" which invested in Samural yen bonds or Nomura Securities "Japan-US small capital stock trust fund."

For these funds the finance ministry allowed up to 50 per cent of the fund's net worth to be invested in foreign assets.

Japan's investment trust companies which have been operating in the cosy environment of the close-knit fraternity of the securities industry, now face powerful rivals trying to enter the market. The first possible intruder will be seven trust (custodian) banks which have been shifting their emphasis from loan trust funds to securities, to cope with chronic sluggishness of long-term fund demand from major corporations. From April, trust banks will be allowed to invest 33 per cent of their loan trust funds in securities, compared with 20 per cent at present.

This decontrol is in return for the concession granted to the trust banks, allowing nontrust banking institutions to manage investment portfolio discretionary accounts. This change is incorporated in the investment advisory law legis-lation before the current Diet (parliament) session.

Seizing this opportunity, trust banks launched a new money trust called "Hit" last December which could invest in high yield securities up to 100 per cent of the fund's net worth years challenged to the worth, very similar to the equity trust funds of securities

industry.

Trust banks also known for their monopoly in the manage-ment of Japan's lucrative pencent of the current Y10,000bn





# Changes bring renewed optimism despite the losses

Foreign banks

the world. Huge, relatively. backward, increasingly receptive to outsiders it is a temp-

Yet historically, its blandish-menats have, siren-like, yielded little but trustration and, in little but trustration and, in many cases, losses. Last year, 28 of the 76 foreign banks operating in Tokyo (who between them accounted for barely 2 per cent of the Japanese banking market) ended up in the red. Several banks either left or shut down branches.

Despite this sorry record the mood in the foreign banking community is not all doom and

Despite this sorry record the mood in the foreign banking through or round the famous Article 65 of the securities law which separates banking from liberalisation has triggered a fresh wave of optimism by offering new opportunities underwriting. Citi-corp of the US led the way two years ago when its takeover of which bankers are now hurrying to seize. Whether this means success at last, or just another false dawn is something that should become

PROFILE: CITIBANK JAPAN

# Striving for a retail network

WHILE MOST foreign banks name. in Japan would contemplate a move into retail banking as tantamount to catching the plague, Citibank Japan is a time frame for the expansion, actively looking to acquire a but says he hopes it would not domestic retail branch network take as much as five or 10 years.

The magnitude of the contemplate a much as five or 10 years.

The magnitude of the contemplate a much as five or 10 years. In the meantime: "One thing we are not selling here is loans

And while almost every Japanese bank longs to be allowed to buy or build up a securities subsidiary, Citibank, securities subsinary, Citicanic, through its investment banking arm, Citicorp International, already owns Vickers da Costa, the London-based securities house with a well-established Tokyo branch and a newly-acquired seat on Tokyo Stock

Further, within a few months,
Citibank will be running a trust
heark, along with eight other company has sustained some foreign banks which were losses this year, believed to be recently granted the right to worth a few million dollars, on the trust business in the collapse of Sanko Steam-

"Our competition is not really he other foreign banks," says the other foreign banks," says concentrating on fee-based in-Mr James Collins, head of Citi-come, such as fund management bank's activities in Japan. "Our for high-income individuals, compertion is really Japanese swaps, a new real estate city banks, because we aim to advisory business and undersupply a broad range of banking writing Euroyen issues. competition is really Japanese city banks, because we aim to supply a broad range of banking services. Foreign banks, with very few exceptions, tend to be specialised."

accept that a graph a first to accept the first accept the first

specialised."

Can Citibank become Japanese? This is an intriguing question as none of the foreign "It is one of the dreams of every foreign banker to see the market rates set free and the marginal cost of funds go up," Mr Collins says. This would wipe out every spread in Japan unless the banks raise lending rates and if they (the Japanese banks) raise them, we can raise them and we are back in the loan business.

Japanese? This is an intriguing question as none of the fareign banks in Tokyo can consider Japan. as fertile ground for growing profits. The average net return on assets for the 76 foreign banks last year was about 0.11 per cent. But Mr Collins, 46, a career Citibank man with wide experience in Asia, exudes entimisasm for the project, and is relishing the stiff challenge ahead.

Citibank Japan was founded in Yokohama in 1902. It now has 1,000 employees and six branches, making Citibank one of the Jargest foreign banks in the country. Still it is a little more than a fleabite on the hide of the Japanese banking system. But mention an expansion into retail banking and Mr Collins' eyes light up.

"At the moment, we are 90 per cent corporate banking. We want to get to retailing banking... just think of credit cards. In the US, you can get \$20 profit per card a year. In Japan, the penetration of credit cards is still very low," he says.

Challenging

Of retail banking in general, of retail banking in general, he says: "You do not need a big chunk of this market, it is so big. I think 2, 5 or 7 per cent would be great. We do not need 15 per cent. This really is the most challenging thing

ahead of us."

At the end of last year, local newspapers were full of speculation that Citibank was in dislation that Citibank was in dis-cussions to acquire Heiwa Sogo, a troubled mutual savings and loan group. Mr Collins scotches the story, although he supports the strategy, saying that the bank would like to buy a domestic retail bank, and traditionally Gitibank has gone-for acquiring banks in some difficulties. For example, it has done so in France, Italy and Spain: away," he says.

The only area of the business
which Mr. Collins is not
immediately optimistic about is

Spain:

The idea of acquiring a branch network appeals, he says.
"because you want to be able to deliver an immense variety of services, either on the liability or the asset sides. So you can say to customers, we can provide all the services for you, from trust funds for your kids to consumer loans to hord the less, Mr Collins reforeign exchange."

But why would Mr Yamada in Yokohana want to bank with Critisenk of New York? Mr Collins amiles: "H we want to be highere, we would probably want to do it under a Japanese

immenstry oppunistic about is the new trust bank.

"We have been looking at trust banks for years and they do not make much money. Then, the opportunity came up to buy a licence and we could not let if get by. But quite honestly, we are trying to figure out how to make money in it. Its a very conservative business," he says.

None the less, Mr Collins remains upbert. "Japan is a difficult market and it is a very large market. When all the dust settles, the rewards will be there," he says.

Carla Rapoport

The changes that are sweep- routes. ing through the Japanese financial scene give foreign banks a chance to haul them-selves out of the quagmire of traditional banking where they JAPAN IS probably the most have been struggling fruitlessly tantalising banking market in with the low-cost Japanese ing loan market. For more than a year now

fation that virtually no major the talk in foreign bankers foreign bank can resist. expensive offices in downtown expensive offices in downtown Tokyo has been of little else but the securities business, and how to get into it. This is not just the local manifestation of the worldwide "securitisation" Securities are a booming area in Japan, and one where for-eign banks, through a quirk in Japan's banking regulations can get a step ahead of their domestic rivals.

The trick is to find a way

— the spreads are terrible." He says that five years ago, 70 per cent of the bank's profits were

from loans, now the proportion is 40 per cent. "If we had not begun to move on the fee side, we would be in horrible shape

According to an independent survey of all the foreign banks operating in Japan, Citibank's

ship.
As a result, the company is

A major strength for the group is its foreign exchange business, staffed with about 100

people, now among the top Japanese banks in terms of volume. Citibank has not been shy about offering novelties

Citibank's plan to enlarge its retail network will dovetail, the bank believes, with liberalisation of interest rates on small deposits, which it expects to happen in the next two or three years.

such as currency options.

A dream

in the loan business.

"If you build up a retail base

on an inexpensive collection hasis, you might have some edge. Even so, the competition will be fierce. It is already tough and it will get tougher."

He believes that the American

sense of competition will liven up the Tokyo market. "Here, automated teller machines close at 6.00 pm. In New York, you are free to keep them open 24 hours a day. In the US, you are

free to do anything you want to bring in a customer. The future will bring this kind of customer oriented service."

"In fact, my thoughts are not really on regulation, but on competition. The obstacles to doing more business are really in the search for finding better

products, cheaper products, for doing better marketing, having

better cost controls. Even when the regulations go away, believe me, the competition will not go

the new trust bank,

had to find more circuitous

Deutsche Bank mapped a new be majority-owned by Security

brokers which will eventually Pacific, the California bank, also got a licence for a Japanese subsidiary in which a majority stake has been hived off to private investors. Other banks likely to try to follow the Deutsche Bank route

More fortunate were banks More fortunate were banks which did not already have a banking presence in Tokyo and were able to apply directly for securities licences. After some political hassle, these were granted last year to two UK merchant banks, Schroders and Kleinwort (one having already been granted to S. G. Warburg).

path last year by obtaining a securities licence for an estan-lished Hong Kong subsidiary in which it has divested 50 per cent of its interest to friendly partners, Bayer and Siemens. Hoare Govett, the UK stock-

include the merchant banking subsidiaries of the big UK clearing banks (such as County Bank of NatWest and Barclays Merchant Bank).

WHO IS DOING WHAT

Bank Securities TSE Trust branch branch member benk Citicorp Chase Manhattan Cazenove Jardine Fleming Merrili Lynch Morgan Stanley Salomon Brothers Manufacturers E. F. Hutton Hanover Security Pacific Deutsche Bank S. G. Warburg Kleinwort Benso

† Through part-owned subsidiary ercial banks only listed if they hold more than a banking licence

are already members of the government bond syndicate) and deal in bonds and equities. Marketing Japanese securities to foreign investors, and non-

Tokyo trading hours, bankers will be trying to drim up man-dates from Japanese corpora-tions or issues on the Euromarkets.

Some are hoping to get into

this should be opened up with a new law on investment advisers later this year.

Nine foreign banks have also gone into the trust banking business (see separate article),

Japan, it has already merged in the local operations of the stockbroking firm it is buying in the big bang (in this case Rowe & Pitman) even though that deal cannot be completed at the London end until April under Stock Exchange rules.

Although securities have been grabbing all the attention, bankers are still pursuing their quest for business in other parts of the Japanese financial scene.

The liberalisation of the money and foreign exchange markets has produced a boom in trading which the foreign banks, with their long experi-Business in swaps and currency options is growing, and the planned introduction of an off-

a foreign bank will take a big plunge into the domestic market

a foreign mank may not be able to manage a Japanese institu-

Japanese depositors. The attitude of the Japanese authorities is another factor, though one senior banking offi-cial said he was "favourably neutral," and speculated that Japan might approve a foreign bank acquisition to emphasise its openness.

Many leading banks from the US, Australia and the UK have also raised their profile by seek-ing listings on the Tokyo Stock Exchange, a move which they banks, with their long experi-ence, have been able to exploit. publicity as new shareholders. The liberalisation of the Japanese financial markets has

planned introduction of an offshore banking market should
stimulate dealing in Eurocurrencies, though quite how
big it will be is a matter of
much speculation.

The speculation is whether

as intriguing is whether

as intriguing is whether

the speculation is greatly somewhat tenuous justifications
somewhat tenuous justifications
for eight banks previously gave
in Tokyo. Whether they will
make more money now is a
question few of them answer
with an enthusiastic yes.

political hassle, these were granted last year to two UK merchant banks, Schroders and market will also be their stock in trade. But for the more ambitious banking and broking groups, the opening up of American Express has shut down its banking branch in the hopes of getting a securities in London and New York.

Many of them point to the Japanese mergers and and six banking/broking groups business. But deals are few and far between; the Japanese also resist paying fees for corporate finance advice.

Although Chibank has denied to the Tokyo Stock Exchange, becoming its first foreign members, a privilege, the value of which is symbolic as much as in London and New York.

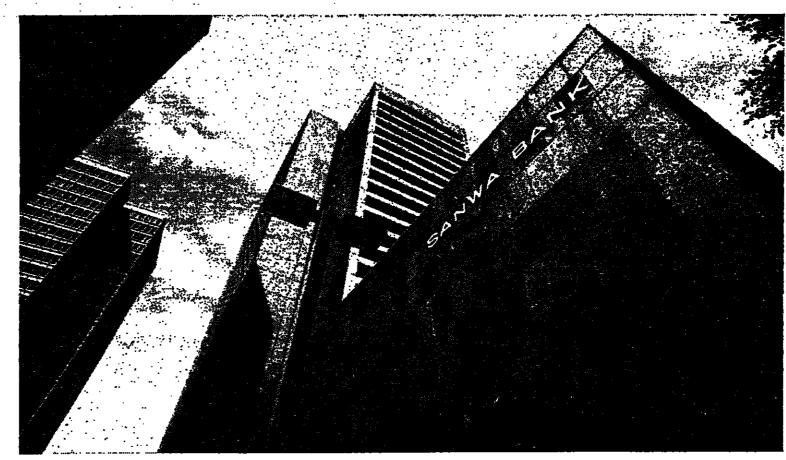
Apart from dealing in foreign securities in Tokyo and running are looking to underwrite with their bank's "book" during to the Japanese securities and sanking/broking groups and six banking/broking groups have just been admitted to the Tokyo Stock Exchange, becoming its first foreign members of the worldes. Although Chibank has denied to the Japanese also resist paying fees for corporate finance advice.

Alongside securities trading, which is symbolic as much as in London and New York.

Apart from dealing in foreign securities in Tokyo and running are looking to underwrite their activities on the local market will also be their stock in trade. But for the more ambitious banking and broking groups have just been admitted to the Tokyo Stock Exchange, becoming its first foreign members of the value of which is symbolic as much as parts of their banks widespread reports that it was parts of their banks are few and far between; the Tokyo Stock Exchange, becoming its first foreign members are policy.

Although Chibank has denied to the Tokyo Stock Exchange, becoming its first foreign members are policy of which is symbolic as much as parts of their banks are few and far between; the Tokyo Stock Exchange, becoming its first foreign members are policy of which is symbolic as much as parts of their banks banks are few and far between; the Tokyo Committee

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# Regional banks

JAPAN'S REGIONAL banks. used to a comfortable niche serving local businesses, are facing a much tougher environ-ment. They are now having to deal with narrowing spreads, declining corporate demand for bank loans, and competitive instruments offered by other institutions. Moreover, as their corporate customers in both trade and production expand overseas, the regional banks have similarly had to internationalise their own operations to provide better services abroad. At the same time in order to meet demand from local customers who increasingly demand higher yields on their investment, the regional banks have had to manage non-interest income effectively in overseas capital markets, by taking advantage of financial

YOKO SHIBATA

### Migration

Expansion into international business is the answer for those banks suffering from migration to the cities from rural areas or a stagnating local economy. "As for international exposure, Japanese regional banks have been shy, despite their corporate strength. Assets about US\$7bn, and 51 out of the 64 regional banks are listed among the world's 500 largest banks," says Mr Takaaki Shinozaki of the Bank of Yokohama, the largest regional

At present, approximately three subsidiaries, five branches and 30 representative offices are in operation abroad, but the Bank of Yokohama is dominant in this list with 12 representative offices, three branches, two subsidiaries and one investment

Japan's regional banks come under Japan's banking law, together with city and foreign banks. However, there is no legal separation between city and regional banks. There are two tiers of regional banks, for administrative purposes, the government treating larger banks based in Tokyo and Osaka quarters in major cities of each prefecture are treated as

regional banks. By contrast. June 1984, dealing business was managed to lift combined half city banks have their head started at 44 regional banks year pre-tax profits by 1.6 per office in the major urban cities with the number of regional cent and net profits by 1.8 per such as Tokyo and Osaka, with banks handling such bonds cent from a year earlier. Predomestic branches located in expanding to 55 in June 1985, tax profits before sales of

of net profits and 35 per cent of stockholders' equity. The ratio of stockholders' equity to assets is strikingly higher in regional banks than in other banks, too. For example, the Bank of Yokohama ranks the first in Japan's financial institu-tions in ratio of equity to total assets at 3.2 per cent last year.

Regional banks are allowed to accept the same type of deposits as city banks, but they have a major advantage in that they have ample sources of funds. Some 52 per cent of their deposits totalling Y91bn at the end of March 1985 came from individuals who tend to leave their money longer than cor-porate depositors. Deposits by corporate customers accounted the end of March 1985.

Regional banks also localise their operations, with 64 per cent out of their total lending of Y68hn at March 1985, being based upon prefectures where each bank is headquartered. Regional banks have a weakness, however, in the relatively poor quality of their loans. As much as 67 per cent of their lending is made to local small corporations. A number of regional banks and mutual saving banks in Osaka had a loan exposure in the Sanko Steamship failure in August last year. Bank of Osaka wrote off Y6.2bn out of its outstanding loans of Y7.7bn to Sanko, Y5.9bn by sales of securities and Y1.6bn by dipping into internal reserves.

Regional banks also act as fiscal agents for 41 prefectures, 441 cities and 918 towns and villages, providing services for local governments, collection of taxes, disbursement of subsidles, and handling of pension funds etc. Regional banks supply 39.6 per cent of local government's financial needs and they underwrite a large government treating larger proportion of private issued banks based in Tokyo and Osaka bonds by local public bodies. as small city banks while In April 1983, the regional smaller banks with their head banks begun offering over-thecounter sales of government bonds and public bonds. In

at 44 regional banks with the number of regional banks handling such bonds expanding to 55 in June 1985.

Regional banks account for of the government bonds in the 1 agreement of Japan's financial institutions, including city, trust and the long-term credit banks, but outperform other types of banks banks, but outperform other meet growing demand from types of banks, with 28 per cent local customers, many regional banks are shifting their securi-ties sections to Tokyo for deal-ing in government bonds,

### Funding

Regional banks have begun to deel the effect of interest rate deregulation as instruments such as large term deposits of yen, NCD (negotiable certificates of deposits) or foreign currency deposits have gained weight. This has increased the cost of their funding as they have to pay out higher rates for these deposits to attract funds. Increasing numbers of regional banks have also begun to resort to such loans made at spread over the short-term prime lending rate, a more profitable method of pricing. This practice is designed to counter the city banks efforts to extend loans to small corporations, traditional customers of reigonal banks.

September 1985, 39 regional banks of of the 64 suffered negative spreads. However the foreign bonds.

Suzuki Mo
64 regional banks as a whole The form of foreign bond in-

securities, believed to reflect real banking profitability. declined by 2 per cent.

pre-tax profits and net profits was attributed to returns on was attributed to returns on effective management of national contents and foreign currency denominated deposits. As of the end of September 1985, the 64 banks net worth totalled Y4,478.7bn.

From last year, regional banks have stepped up their operation in foreign bonds and foreign currency denominated

foreign currency denominated deposits for fund management. Local public corporations ne increasingly aware of high yield on their investor night yield on their invest-ment, and are shifting their funds to foreign currency deposits. They have been followed by the regional banks which can earn a spread by profit taking operations in the impact loan market (foreign currency denominated loans without specified use). Regional banks also invest funds

vestment varies a great deal for each bank. For example Musashino Bank has been concentrating on the US bonds, aiming partly to earn shortterm capital gains, and partly

term capital gains, and partly to let the bank's name become known in the US, while, the Bank of Shizuoka has been investing chiefly in Eurodollar floating rate notes (FRN) issued by foreign financial institutions. Most of regional banks are hoping to expand their investment in foreign bonds but a shortage of bank staff experienced in investing in foreign bonds is hampering their plans. This marginal increase in

### Expanding

Regional banks have been expanding their international presence. Currently 60 out of 64 regional banks are authorised foreign banks, while 50 of these banks have corresponding re-lationship with overseas banks. prosperous urban cities have aggressively sought interactional exposure. For exinternational assets maintained a 25-27 per cent growth annually in the past 10 years a account for 30 per cent of Tokyo International Banking. prime lending rate, a more currency denominated loans ample, the Bank of Yokohama's have to raise money in the international assets maintained. Tokyo dellar call market for glonal banks also invest funds a 25-27 per cent growth lending to customers. Japanese counter the city banks efforts raised by foreign currency to extend loans to small deposits in foreign banks, with corporations, traditional customers of reigonal banks.

During the half year to September 1985, 39 regional banks also invest funds account for 30 per cent of customers. Japanese regional banks are eagerly to account for 30 per cent of total assets last year. Hokuriku of Tokyo International Banking to currency funds into yen (so Bank which has many exporting the end of September, 61 and textile manufacturers as a which will enable regional banks.

From May last year, the guidelines on the medium and iong-term funding ratio was abolished for Japanese city banks, but, regional banks are still saddled by the guidelines will saddled by the guidelines under which they have to fund 10 per cent in yen syndicated loans to non-resident and 15 per cent in foreign currency denominated syndicated loans to pon-residents.

denominated syntates to non-residents.
From 1983, 42 regional banks lead managed by the Bank of Yokohama have extended four Yen syndicated loans to the World Bank. However, of late, Japanese lending with rates hased on a spread over the long-term prime lending rates have been spurned by have been spurned by borrowers who have shifted to Euro-ven loans,

Following the liberalisation of the Euroyen market, the Bank of Yokohama issued its Interest of the property of th gional banks without London outlets, have to pay 1/16 per regional banks—all but three—customer, or Bank of Shizuoka banks without overseas were engaged in trading of which has large exporters, exposure to book loans which foreign bonds.

Suzuki Motor, and Yamaha as will be generated in other

# The biggest game in town

## Swaps

BARBARA CASASSUS

THE YEN connection has been vital ingredient in forming a three-way axis between Tokyo, London and New York in the fast-growing, closely integrated swap arena.

An absence of data on this unregulated market makes it impossible to quantify the Japan component with any certainty. But many bankers believe it has expanded more rapidly than the market as a whole over the past couple of years, propelled partly by the country's huge capital surplus and the need for more portfolio.

The yen element, dominated securities houses, takes care of a major portion of the Euro-Other bankers suggest our now accounts for a quarter of compared to market rates are the international swap market even 2 per cent to 3 per cent when competition was at its new prominence is probably financial regulation, when rules are lifted or products are devised to get around them.

Currency swaps took off in management mandates for more April 1984, when the real than 80 per cent of the Euroyen demand rule on forward bonds issued last year. foreign exchange dealing was abolished. This move, which enabled Japanese corporations to issue bonds with simultaneous currency swaps, was followed in December by foreigners being allowed

float Euroyen bonds, The vast majority of these instruments launched since then, including all dual-cur-rency bonds whose interest is paid in yen and whose capital is redeemed in dollars, have been issued by foreigners and

yen paper swapped into dollars or dollar bonds swapped into swaps to levels that earned yen. "It is the biggest game in town," says one Tokyobased US swap specialist. Other bankers suggest Japan opportunity losses of 1 per cent

The strategy worked. The Big Four Japanese securities com-panies, Nomura, Daiwa, Nikko and Yamalchi, picked up lead

as Nippon Telegraph and Tele-phone, which is now privatised but still has the aura of a government agency, announced its have been swapped.

Because the yen still does market, it was immediately not have full international deluged by up to 40 offers.

Volatility in interest and cur-

swap the debt into US dollars or On the reverse side of the

regulation coin have come yen loan/deposit package swaps, which were spawned by interest rate and foreign investment con-trols, and last year's flood of "sushi" or non-yen bonds issued by Japanese residents. The the rule limiting domestic infor standard interest rate and stitutional investors' non-yen holdings to 10 per cent of their total assets.

diversity as firms become more into yen at much lower cost than polished in managing their if they had tapped the yen marassets and liabilities.

The desired for more portfolio dollar bonds and, swap them a number of swaps and carrying an up front arrangement fee as well as a spread.

### Strategy

bonds issued last year.

Memories of battles to take

prestigious Japanese names to the market are still fresh, par-ticularly those fought over half a dozen government-guaranteed borrowers such as Japan Air Lines, the Tokyo Metropolitan ment Bank, as well as some major corporations.

Bankers recall that as soon

small part of Japan's trade, non-rency exchange rates has put a resident borrowers generally damper on sushi Harakiri have no need for yen and so swaps for the moment, but swap the debt into US dollars or bankers say they could come whatever currency suits them back if the bond market revives. While the 10 per cent rule remains in force and Japan-US interest rate differentials are at least 3 per cent. Japanese cash-rich institutional investors are not expected to denominated instruments.

otal assets.

agree that although volume in Because of investors' hunger plain vanilla deals can produce for foreign currency denomina- a respectable profit the accent ted paper, issuers could secure now is on engineering high tight conditions on the mainly value-added packages covering

Instead of more swap block-busters like sushi or Euroyen bonds, each new product intro-The scramble by Japanese duced to the market is expected houses to obtain rankings in to feature extra refinements, the underwriting leaves tables especially in the direction of options. The trend began with dual-currency bonds and has continued with Bankers' Trust's Indexed Currency Option Notes (ICONS) and Nomura Securities' Heaven and Hell bonds.

These are targeted to Japanese life insurance companies and trust banks who have an affection for current income over yield to maturity.

Another area where Japan stands out in swaps is the grow-ing importance of asset deals. These are believed to be bigger here than anywhere else, with estimates of the share of purely asset-driven transactions rang-

ing up to 50 per cent. Such deals were further shove when the yen started to climb against the dollar last September and dollar bonds needed a sweetner to bankers disagree on whether the asset side will overtake lia-bilities one day, some predict they could do so for swaps involving Japanese counterparts in two to three years, At around \$10m, the volume

of each transaction is usually far smaller than the \$50m to

\$100m involved in new issue

market is underscored by a sizeable increase in specialist terms at foreign and Japanese institutions over the past 10 months. "Everyone is setting up shop here," commented one foreign banker. All the major domestic banks have set up swap groups and expect to be joined soon by middle-ranking city and larger regional banks.

The Long-Term Credit Bank of Japan and the Bank of Tokyo (BOT) have the reputation of being among the most aggres-sive in the market and of hav-ing the largest volume of swaps on their books. BOT claims that \$3bn of its \$5bn in swaps outstanding at the end of 1985 were added since it started running open positions last May.

### Major players

The securities houses are major players as arrangers and traders, as their role as prin-cipals is restricted to asset swaps by their lack of foreign

Among foreign institutions operating in Tokyo, the US commercial and investment banks, plus British merchant banks and Paribas have the highest profile, Apart from Citicorp, Morgan Guaranty, Salomon Bros, Bankers' Trust and a few others, the marketmakers have run their currency swap books here conservatively letting market pricing and the likelihood of finding a counterparty quickly determine their position. But that should change as more US houses plan to start taking open positions on currency as well as interest rates within the next few months.

Foreign institutions claim to innovation and risk assessment The Japanese "are taking a very good run at swaps," said one US banker, and their widening global networks should sharpen

their creative skills. Although domestic banks are having to compete on a more equal footing as economic con-siderations start to erode old client relationships, the foreigners are not betting on how long they will stay out in



# Keeping Our Eyes and Ears Open

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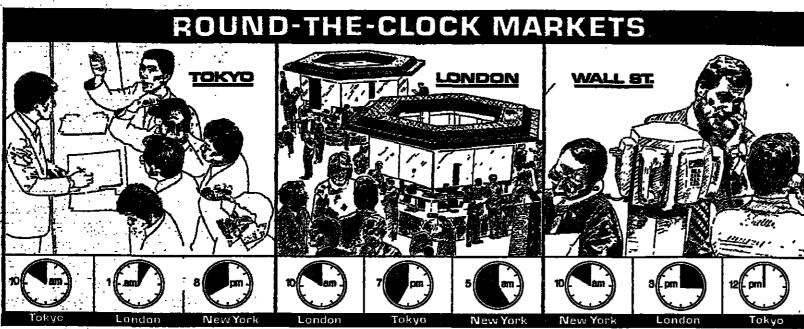


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# JAPAN: Banking, Finance, Investment 9



Towards a 24-hour equity market: Tokyo is nine hours ahead of London GMT and 14 hours in front of New York

# All eyes on the rising sun

Tekyo as a business centre DAVID LASCELLES

16

THE CHAIRMAN of Merrill Lynch Japan, Mr Tetsundo Iwakuni, was in a buoyant mood on February I when his com-pany became the first foreign member to do business on the Tokyo Stock Exchange. This year, he said would mark the start of the 24-hour global equity market as firms like his achieved membership of the world's three main exchanges,

Tokyo as a — possibly the — key Far Eastern link in roundthe clock financial markets can no longer be ignored. From now on, any bank, securities house or stockbroker with the smallest international ambitions must join the scramble for a place in the land of the rising sun. Rather like perfume com-panies, they need to boast the names of three capitals on their

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The evidence of it is every-

striped merchant bankers queueing in the seedy cortidors

or neences. In the last four years, the staff of S. G. Warburg, which got into the TSE at the same time as Merrill, has risen from two to over 60 people. Bankers' wallets are stuffed

with visiting cards in both Japanese and English — vital emblems for any meeting in Tokyo. Tronically, Tokyo's new emi-

nence was not planned; it is a by-product of the government's world's three main enchanges, New York, London and Tokyo.
Even discounting the hype at what was, by any standards, a historic occasion, there is little doubt that the emergence of Tokyo as a possibly the conscious policy to promote Tokyo as a financial centre—if

anything the opposite.

The Japanese authorities have been slow if not downright obstructive in dealing with the bordes of foreigners who have descended on Tokyo. Countless tales are told in the foreign banking community (all totally unattributable for fear of offending the all-powerful MoF) of the hours — nay days, weeks, months — spent crawling through all the regulatory

the world will not equip a foreigner to understand the inner workings of either the stock market or Japanese monetary policy. "The Japanese are much more concerned with their internal machinations and bureaucracy than with promoting an international financial international bank

But all the grumbling and the disarray may in retrospect seem the predictable strains of the world's fastest developing financial centre — one which combines tempting local business opportunities like the world's biggest savings market with a convenient place on the globe between New York and London.

That description can readily be challenged by the other con-tenders for supremacy in the Far East time zone. Hong Kong and Singapore. The Japanese have diplomatically tried to down any suggestion of

While both those centres have big claims (Hong Kong with its huge financial markets, and where: the soaring cost of hoops.

Tokyo office and living space, the desperate quest for anyone with financial skills who speaks order to encourage the accumu
Singapore with its Asian dollar market), it now seems increasingly likely that they will be eclipsed by Tokyo. Singapore's

Already, alien markets are springing up in Tokyo, like US treasury securities of which about \$50n are traded daily while New York is fast asleephation of the Stock Exchange later this year, UK Government stocks are also expected to be traded, as are Canadian and in markets are in the stocks are canadian and in those elsewhere the stocks are also expected to be ments that his country "accertaing the form seventh to si meaning it had caught up a Hong Kong and Singapore. Will Japan's move into mainstream of world fina meaning it had caught up a Hong Kong and Singapore. Will Japan's move into mainstream of world fina meaning it had caught up a Hong Kong and Singapore. Will Japan's move into mainstream of world fina meaning it had caught up a Hong Kong and Singapore. Will Japan's move into mainstream of world fina meaning it had caught up a Hong Kong and Singapore.

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Mill Japan's move into meaning it had caught up a Hong Kong and Singapore.

Mill Japan's move into meaning i centre," said the manager of traded, as are Canadian and the Tokyo branch of a major Australian. Unfortunately, the time zones

do not interlock perfectly.

Depending on the time of year

New York is 14 hours behind Tokyo, and London is nine hours behind Tokyo. So to mesh in with their counterparts in other centres, "we have to work jolly long hours," said a banker contact the banker contact to be a ba British banker.

In the "window" of overlap between Tokyo and London in the early evening, the inter-national telephone lines get so congested that it is sometimes impossible to put a call through. But the British are lucky. Americans in Tokyo have to stay up till after midnight to catch the opening of the New

York markets.
The foreign exchange markets have also boomed since controls on trading were lifted two years ago. According to a recent study by the Group of 30, a New York-based group of senior bankers

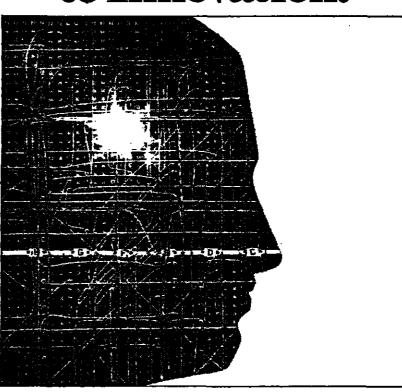
see (or English), the pini merchant bankers want to make money here, but mot too much," confided one have reduced its attractions, \$2bn in 1979 to \$8bn in 1984, while Hong Kong suffers an and its place in the world ranking the shall of applications All the economic training in the sent of applications All the economic training in the sent of applications and its place in the world ranking with the sent of applications and its place in the world ranking with the sent of applications and its place in the world ranking with the sent of applications and businessmen. Tokyo's daily sufficiently suffi

Will Japan's move into the mainstream of world finan mean that its ways and habits One Japanese observer comments that his country "accepts the need for an Anglo-Saxon financial system," and government officials say they support the idea of greater harmonisa tion of international financial regulation so that institutions out any special privileges or

But a leading Japanes commented: "The maruniform. But each banking industry will build on its own

Waxing philosophical on the same theme, a senior official at the MoF said there had not really been any debate in Japan —as there had in London—as to whether becoming a major financial centre was a good or a bad thing. "One day we could reach that sort of debate," he

# Sumitomo, the Bank Bringing Action to Innovation.



Sumitomo Bank is exceptionally brave and aggressive when it comes to developing new services and attracting new customers. Investments in office automation, for example, are expected to reach US\$250 million by 1987. At Sumitomo, we think innovation is the key to better international banking operations, especially in this age when international financing is becoming more and more free while the needs of society and individual customers are becoming more and more sophisticated. We all believe that our innovation is making Sumitomo the most reliable and beneficial bank for customers at large.

# SUMITOMO BANK

# Five ways to make an impression

### Japanese for beginners CARLA RAPOPORT

VERY FEW of the foreign bankers and brokers rushing into Tokyo know much, if any, Japanese. Learning Japanese is a time-consuming task which few expatriates can manage. This then is an attempt to provide just a few useful expressions which will make the newcomer or visitor to Tokyo a bit more at home. more at home.

First, before launching into Japanese, however, a few words about how the language is used. As a visitor or newcomer, you will be hombarded with excession productions of all thems. sive expressions of politeness, some of which will echo down corridors long after you've left

Receptionists and telephone operators lard their conversa-tion with honorifies that could overwhelm the British royal family. Smile kindly through-out and don't worry that you

out and don't worry that you don't understand... these are just formalities.

Ferhaps the only expression of this type which needs translating is irasshaimasay, or Welcome. This word will be bellowed at you when you enter a sushi or yakitori bar, with the shouts likely to come from all the waiters and cooks in chorus. A colleague recently misinternreted the shouts as exclamaout and don't worry that you don't understand. . these are just formalities.

Perhaps the only expression of this type which needs translating is frasshaimasay, or Welcome. This word will be belcome. This word will be belcomed at you when you enter a sushi or yakitori bar, with the shouts likely to come from all the watters and cooks in chorus. A colleague recently misinterneed the shouts as exclamations of amazement over the appearance of large foreigners in the main restaurant. But in



fact, foreigners and Japanese alike are greeted with hearty Irasshai's when they enter a Japanese restaurant or pub.

Now, as for speaking yourself:

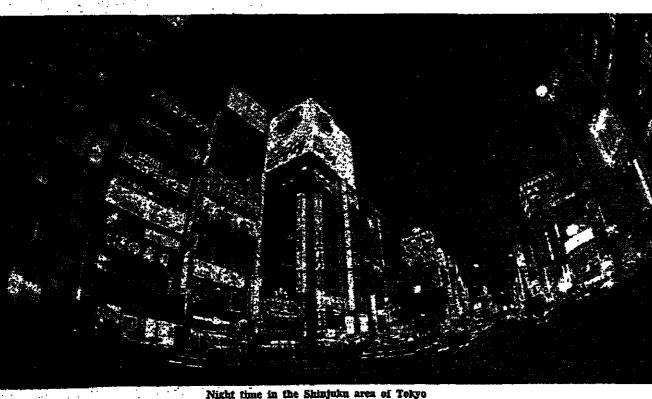
greeting them in the morning with a hearty Usssa. This should be almost bissed. It is quite simple to say and remember, however, do not use it in formal meetings with a new chent. Its

The third handy expression is essential when a seaweed-wrapped bit of sea urchin is put in front of you. After you swal-low the slippery thing, smile and say *O-ee-she!* (she pro-nounced like the word she) this means delicious and its utter-ance will make your host feel glad. If you want to be honest some time, add Koo Nie (rhymes with fie); to the end and you will have said, don't order an-

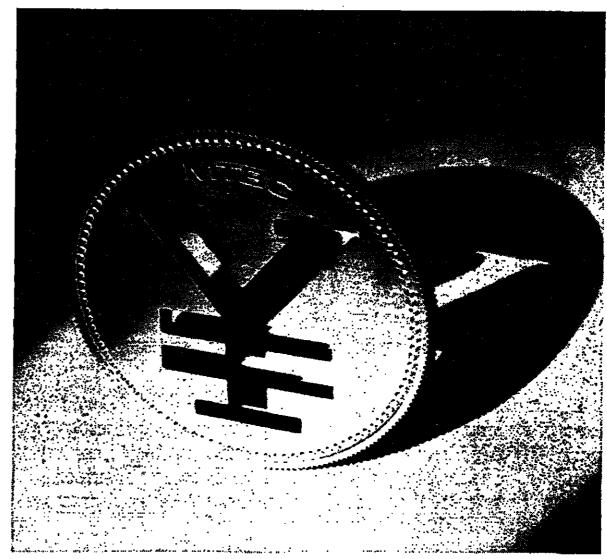
The last two workhorses are Domo and Dozo. The first is an all purpose word which means very much, so, or too. However, domo origato is thank you very domo origino is thank you very much, so domo, in the right cir-cumstances is thank you. Domo domo can mean I'm sorry for being late, or on the telephone, nice to hear from you and domo summusen means I'm really

Dozo is please. If someone asks your permission to do some thing, just say dozo and smile It's a charmer.

After you utter any of these expressions, you will hear back from your friends, "You speak excellent Japanese!" You won't understand this expression, but when it is translated, say Gomo-



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# A market thriving on restlessness

Tokyo SE BY A SPECIAL CORRESPONDENT

TO A SECURITIES analyst weated on conventional western

weaped on conveniental western stockmarkets the Japanese stockmarket can be bafflingly exotic. Although it is about three times larger than the UK market and nearly half as large as the US market, in character it retains much of the volatility and speculative excitement of its tiny South East Asian neigh-bours. Because dividend payments

are negligible (current yields are about 1 per cept) nobody sts in the stockmarket for are usually tax free for individuals, so nimble private investors can benefit from short-term volatility in stock prices. continual movement in share prices, rotating their recommendations from sector to sector. For them the ideal client quickly takes profit and buys the next incentive backed

lessness in the market. Virtually any story, new product or concept no matter how improb-able is knocked into shape as a buying recommendation and peddled to the public through the hundreds of local branches of the securities companies. Where there is a kernel of truth or something triggers the

stock prices can be astounding. particular favourite for this type of activity since the hope of miracle cures can overcome any short-term qualms about exist-ing business. In the bio-technology mania in 1984 Yamanouchi soared to over 140 Yamanouchi soared to over 140 year Sumitomo Bank had quad-times earnings and Mochida rupled and stood on 60 times went even higher.

organised and sustained over a long period of time it can have an awesome effect. This was clearly seen in the case of the

great bull market in bank shares which began in January 1884 and came to a triumphant climax in July last year.

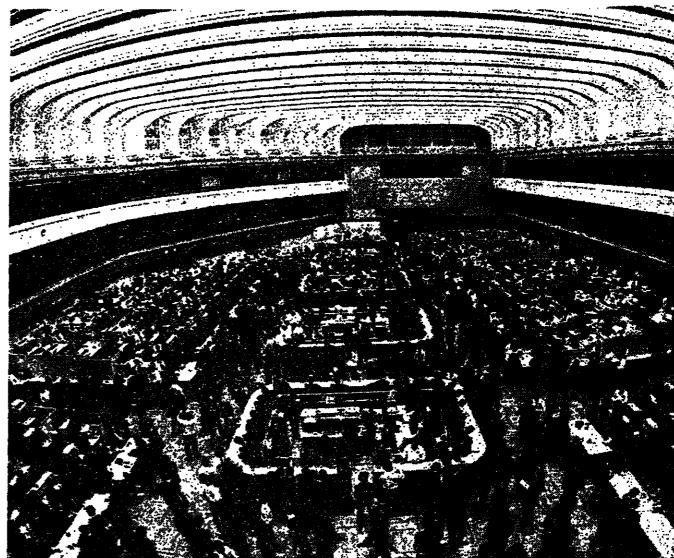
rock steady. Trading in bank shares was so thin that for most investors bank stocks were a no go area of the stockmarket. Moreover fundamentally they had little to recommend them since loan demand was weak and competition was likely to intensify in the next few years as financial markets deregulate. remark that the major city banks should ensure that they

bracing environment we come.
In other words they had to raise money in the stockmarket.
The brokers went to work despite the superficially unappealing circumstances. The appealing circumstances, shares rose explosivel shares rose explosively in January 1984 and within three months the prices of all the leading banks had doubled.
"Deregulation" was propagated fact that most city banks would initially suffer from deregula-tion and their profits would be flat or down over the next few

That did not stop the broken and over the next 12 months the razzmatazz was so great that even the foreign brokerage houses were drawn into the

attractive on fundamental grounds, when the plain truth was that the banks had already been pushed to dizzying price earnings multiples which were between five and 10 times more expensive than banks in the West. At the peak in July last

For the most part this stock pushing lacks focus but when organised and sustained over a long period of time it can have an awesome effect. This was october, Missubshi Bank, Fuji



The trading floor of the Tokyo Stock Exchange

dvantage of their elevated drifted down, brokers no longer recommend them, the volume of trading has shrunk and the unfortunate subscribers to

to sell at a profit. Cynics would say that the suphoria about deregulation had served its purpose in enabling the banks to strengthen themselves at the expense of investors. The only hope for those who bought the stopped is if the banks wish to raise some money in which case the brokers will have to pro-

those issues have had no chance

mote the issues once more. None of this will surprise

Japanese market who have watched similar operations take place numerous times in the past. Powerful securities companies with strong underwriting loyalties and high pressure sales forces have been able to fan the flames of speculation no matter how improbable the

because securities analysis is rudimentary domestic institutions let alone private investors. Private individuals, who provide a major portion of the turnover, regard place for fun money than as a

Japanese investing public periodically, but they have played a major role in building The mania for semicon

Japanese integrated circuits companies to raise huge companies to raise huge amounts of capital much more cheaply than their American competitors and ex post become the world beaters the market dreamt about. The same might yet happen for bio-technology

foreign institutions, the increas-ing size and professionalism of serious haven for funds.

"Rational" western investors
may laugh at these tulip manias

domestic institutions and the
general availability of fully consolidated company accounting

with mixed feelings. If fewer investors responded with enthusiasm when the call goes out to rally round and support a strategic industry, Japan will have lost a valuable competitive

the new generation of hard-working analysts cutting back the jungle with their cool appraisal of the facts can hope by the local branch sale But is it merely a coincidence that the few Japanese com-panies which already fulfil US reporting requirements and are analysed and traded in New

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**FINANCIAL TIMES** EUROPE'S BUSINESS NEWSPAPER

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# Making the equities pie bigger

### **Securities firms:** The Big Four

CARLA RAPOPORT

THESE ARE boom times for Japanese securities companies. The huge flows of funds out of Japan into higher-interest investment overseas and excessive liquidity at home has helped to create an unprecedented bonanza for securities houses,

particularly the market leaders known as the Big Four. These four, Nomura, Daiwa, Nikko and Yamaichi, who account for nearly one out of account for nearly one out of every two shares traded on the Tokyo Stock Exchange, have been dealing with an almost embarrassment of riches over the past year. Domestic bonds traded on the over-the-counter (OTC) bond market rose more than twofold to Y1,274,000hn (about \$6,300hn), in the year to September, sales of foreign bonds by securities houses leapt by a factor of 2.2 to \$42hn in by a factor of 2.2 to \$42bn in the calendar year.

At the same time, the Tokyo SE index has been reaching new highs and scoring volume re-cords thanks mainly to the excessive amounts of cash on hand rather than on any bright econ-

Not surprisingly, profits for the sector have been strong. The Big Four registered gains The Big Four registered gains in pre-tax profits of more than 50 per cent each, with Nomura leading the pack by jumping 56 per cent to Y210bn on revenue of Y516bn. In line with the national obsession with obtaining the status of Number One, Nomura lost no time in announcing it is now the most profitable financial institution.

profitable financial institution in Japan.

Despite all this excitement, however, there is no sense of apparent satisfaction among the Big Four. Those below Norman apparent satisfaction among the Big Four. Those bilow Nomura want to overlake Nomura as number one in the home market. And all of the big four aim to be global financial institutions, complete with banking arms in overseas financial capitals, seats on the major stock exchanges, world-wide investment management services and just about everything else to do with money except print-

To be an all-round financial corporation is indispensable for survival," says Mr Katsuhisa for survival," says Mr Katsuhisa six foreign firms were able to begin trading on the Tokyo SE after years of negotiations of the Ministry of Finance.

The six are Vickers da Costa with the Ministry of Finance.

The six are Vickers da Costa bank deposits and only 10 per cent are in the form of securities.

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The individual will come to realise that leaving money with



Abroad, it has a banking of Hong Kong. Further, the licence in seven out of 11 of number of foreign shares listed its overseas branches; in New on the Tokyo market rose from York, along with the others, 11 to more than 20 last year and Yamaichi is seeking a licence is expected to double again this to deal in US treasury bonds. In London, all four are hopeful about receiving banking licences this year.

"If Yamaichi cannot satisfy the needs of its customers, it will lose its status as a first class financial institution," says Mr Yamada. "Our main thrust is to provide an international, global service to our clients," says Mr

Jiro Yamano, senior managing director at Daiwa. Already Mr Yamana points out, Daiwa operates its own 24-hour stock market for clients worldwide who would like to buy Japanese stocks. It main-tains a staff of senior traders in

Tokyo throughout the night, all of whom are authorised to buy and sell stocks on behalf of major clients, depending on the size of the business. At the same time, a bit of do with money except print(it.

To be an all-round financial
poration is indispensable
survival, says Mr Katsuhisa
mada, managing director at
maichi Securities. Yamaichi,
example, has already
uched out into gold trading

The six are Victors de Costa

Even so, the Big Four say

they welcome the new competi-tion. Mr Yasuo Kanzaki, now tion. Mr Yasuo Kanzaki, now, a senior managing director of Nikko Securities, recounts the following story. In the early 1970s, Mr Kanzaki travelled to Edinburgh for the first time, in order to push the notion of Japanese stocks. Fund managers were so impressed, he recounts, they immediately increased their orders for Japanese shares. The orders, however, went primarily to Vickers da Costa.

"Some went to us," says Mr

"Some went to us," says Mr.
Kanzaki, "but the important
thing was that the pie was
opened." The same thing, he
says, is now happening in reverse, with foreign firms now
itening foreign stocks and inpitching foreign stocks and investments to the Japanese as well as Japanese stocks to western investors. "It's now a period of making the pie bigger," says Mr Kanzaki.

It is hard to imagine Japan's

the banks is not such a good idea," says Mr Kanzaki. "The idea," says Mr Kanzaki. banks will be pressed, probably a lot," he says.

As for pressures on their own business, the Big Four accept that an end to fixed commis-sions may have to be accepted over time. "But even today, there is little difference between there is little difference between the Japanese fixed commission and the US negotiated com-mission, even for the small retail client," maintains Mr Yoshihlsa Tabuchi, the new president of Nomura.

Indeed. Nomura is whittling down its emphasis on equity down its emphasis on equity trading, with the income earned from equities slipping below 50 per cent for the first time in its history last year. Instead, it is beefing up its bond transactions and other investment services. Daiwa, for its part, is now preparing for the opening of Daiwa Securities Trust, the first trust company to be set up in the US by a Japanese securities firm. It is expected to start operations this soring.

to start operations this spring. Despite its diversification, Despite its diversification, however, Nomura still holds about 15 per cent of total equity volume on the TSE. Daiwa is in second place with about 12 per cent. Ninko is pegged at around 11 per cent, with Yamaichi at 9 per cent. Their shares of equity volume, while still quite important, are becoming less of an issue as financial deregulation allows the securities companies to move into new fields.

As of April last ween the

As of April last year, the securities companies were securities companies were allowed to go into lending business using governmental business using governmental local bonds as collateral. At the same time, they were allowed to buy and sell COs, foreign COs and commercial paper. From April this year, they will be allowed into the yen-based bankers' acceptance market, which opened to a lack-lustre response last year.

Summing up the attitude to-ward the changes which the Big Four are now facing, Mr Yamada of Yamaichi states: "The Tokyo Stock Exchange members are under pressure from the international trend towards increased involvement towards increased involvement in their markets by banks, Japam their markets by banks, Japanese securities houses are meeting this trend by co-operating in the settlement of accounts while continuing to compete in the area of financial know-how. We must develop better financial methods and more profitable financial commodities for investors.

"Anyway, the biggest point for securities companies is to get more banking and trust banking functions than banks get securities functions," he

# JAPAN: Banking, Finance, Investment 11

# Diversification is the key to expansion

dife insurance YOKO SHIBATA

Agren's life insurance market, with the young is the world's second largest. Another notal surpassed only by the US, with been an increase a total market size of women purely 1807,870bm. It ranks first world-reflecting their creating their contacts and the contact of the cont de in policy value per capita

However, the life insurance business is nearing its masi-mum potential with more than mum potential with more than not covered under their present 90 per cent of Japanese house policies if they are hospitalised holds participating in life for reasons such as difficult insurance schemes last year. Dirth or hreast cancer.

The Life Insurance Council, an other new forms of insurance advisory body to the finance include provisions giving minister, was set up last May married couples flexibility in to chart the life insurance in payment plans, and health dustry's course through the historance to supplement public problems brought about by health insurance. tive environment created by financial deregulation and the rapid increase in an ageing

The advisory body has made two important proposals—a reduction in regulations cover-ing the development of new insurance products and gradual deregulation of asset manage-ment to enable high returns to be achieved. The panel recommended types of products pro-viding different forms of security, depending on indi-vidual needs and preferences.

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As a result of the proposals made by the panel, a number of life insurance companies have introduced innovative plans, A survey by the Japan Institute of Life Insurance confirmed that the public increasingly view life insurance not only as a vehicle for providing cover for emergencies but also as an invest-ment to cover living and medical expenses in old age.

### New product

and asset-forming annuity in-surance, reflecting the increase

Kyoei Pension Home which provides all-inclusive care for the elderly, including accom-motion in an old people's home.

To take advantage of the recent liberalisation of financial JAPAN'S LIFE insurance preference for high-interest industry is undergoing radical vestments, Mitsui Mintual Life structural changes. A rapidly ageing Japanese population and insurance and Nippon Life insurance for high-interest in high-interes

Another notable trend has been an increase in the number of women purchasing policies. reflecting their changing role in society. Yasuda Mutual Life Insurance's Eve Sawayaka plan provides women with additional coverage for medical expenses not covered under their present

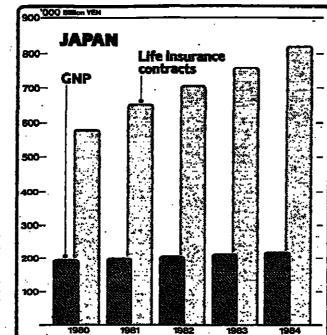
### High risks

The advisory panel's recommendation last year placed emphasis on direct profit participation by policyholders through the encouragement of new types of insurance which allow customers to play the money market. Payment would need to be a profit to vary according to annual profits on investment by insurance companies.

The risks are high but the possible returns are also tempting. Insurance companies have worked out a common formula to market this new type of in-surance in the near future. The panel, recommended that to achieve high yields on life in-surance companies asset man-agement and hence bring high returns to policyholders, regulations on asset management, and diversification into other business should be

# The panel also wants to see the current 10 per cent ceiling on assets which can be invested in overseas securities lifted.

Total net assets of Japan's curit on portfolio investment life insurance industry are expected to reach Y100,000bn insurance companies have set



movement in the US bond market within the same day. term are cited as the reason The growth in the share held by securities in investment portfolios—up to Y18,000hn (or 35 per cent at the end of 1985), from only Y2,300bn (or 20 per cent in 1974—illustrates the change in asset management policy. Last year's investment in securities broke down as follows: government bonds, Y2,552bn (up 31 per cent), stocks Y7,534bn (up 11 per cent), foreign securities Y4,772bn (up 24 per cent). There was a shift to foreign bands particularly to US bonds. bonds, particularly to US bonds within securities portfolios as high US interest rates, con-stantly 5 per cent above rates

With life insurance appro ing the 10 per cent ceiling on foreign securities, the industry rushed to buy foreign bonds issued by Japanese corpora-tions, dubbed Sushi bonds which fall outside the authority's curb. The practice of using Sushi bonds was frowned upon the finance ministry.

in Japan attracted investment

for much of the year.

The life insurance industry The life insurance industry voluntarily put a restriction on investment in such bonds to 5 per cent of their monthly net increase in assets last October so as to reduce capital outflow and arrest the yen's depreciation. This self-imposed ceiling was eased in the middle of January, as stability returned to the yen's exchange rate. This measure will be effective until the end of March, and will then be reviewed, industry sources

### Subsidiaries ...

To get round the authority's and asset-forming annuity insurance, reflecting the increase
in the number of aged people.
A new product attracting great
attention is Dalichi Mutual Life
Insurance's "Lead 21"
marketed last August which
promises participants who live
past a certain age pensions or
other pension options in addition to regular bosauses.

Meiji Mutual Life Insurance

Total net assets of Japan's
life insurance endmanies have one great
overseas a number of life
insurance companies have set
up overseas investment subsidiaries, mostly in Panama, or
Luxembourg (for the tax
advantage), with investment
advisory outlets in New York.
These investment outlets are
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surveillance and investments. These
life insurance to their
insurance companies

To make up for a shortage of lucrative investment opportuni-ties, the life insurance industry has directed its investment port-folios to Tokkin specific money accounts which have been allowed from October 1984, with a ceiling of 3 per cent of their investment net assets. Life insurance companies establish equity portfolios under the administration of trust (cus-todian) banks and managed by investment advisory companies affiliated to major securities houses. However, since the middle of last year, many life insurance companies have set up investment advisory sub-sidiaries of their own to build up expertise in management.

### Erratic

The net assets of Tollin funds held by the life insurance companies topped Y500bn in September. The life insurance companies funds under Tokkir management account only for 0.4 per cent of the market capitalisation, but were still strong enough to cause erratic

plan to raise Tokkin funds close to the 3 per cent ceiling

The share of loan portfolio has been dwindling recently standing at Y24,212bn and accounting for 43 per cent of the balance of net assets at the end of 1985. Sluggish loan demand reflected corporations? fund raising activities in over seas capital markets or through public subscription.

However, overseas loans in the toan portfolio have been expanding sharply. Life insur-ance companies have one great

PROFILE: SHIJURO OGATA

BY JUREK MARTIN

# Central bank's discreet observer

LAST MONTH, Shipero Ogsta found himself in Europe with time on his hands, an unaccus-tomed bonus. The regular monthly meeting of central bank governors in Basic had finished on time, the Group of Five finance ministers were not going to meet in London until the end of the week and though he could have flown back and forth to Tokyo and put in a guick 36 hours at the office he sensed it was not absolutely imperative.

After all, as deputy governor of the Bank of Japan for International Relations, his brief is principally external. A quiet dinner with some Bank of England colleagues might be useful, and there were a couple of plays on in London that had attracted his interest. So he went and enjoyed himself and if the producers of The Interpreters want 2 good Japanese review, they can always apply to the Bank of Japan.

For much of the last detade.
Gata has been BoJ's principal.
discreet window on, and spokesman to, the non-Japanese world.
Five or six years ago, when head of the foreign department he introduced what has now become a Tokyo institution—
"Ogata's tea party"— in which,
every other mouth, he dispenses to a small group of foreign correspondents the central bank's view on Japan and the world.

This is accompanied by rather nice pastries and in the



Mr Shijure Ogata, deputy governor of the Bank of Japan for International Relations: famous for tea parties where the central bank's view is dispensed.

University's law school in 1950. nese woman to be accorded He took a leave of absence to ambassadorial status). rather nice pastries and in the steend the Fletcher School of stemmer, beer and crisps. Other ministries, most notably MoF, are now seeking notably MoF, are now seeking practice and hospitality.

He mak a leave of absence to attend the Fletcher School of the is, in many respects the quintessentially correct central banker, adept at deflecting the uncomfortable question and later served three years (1975-78) as the bank's representative in New York, parily

practice and hospitality.

Sentative in New York, partly hints. The best example of sionally, Ogata will accompany the central bank since he term as a Japanese representative at the UN (the first Japanese representative).

Standarded from fittingly, Tokyo tive at the UN (the first Japanese representative) as the bank's representative in New York, partly hints. The best example of this was a now famous "tea sionally, Ogata will accompany his wife, an accomplished wake of the G5 meeting in New player, on the tennis courts.

York, when his lucid explana-tion of what the Bank of Japan was prepared to do in pursuit of a higher yen in concert with its counterparts elsewhere was dutifully and widely reported and contributed significantly to turning market sentiment.

Such influence has not always been the lot of the Bank of Japan, which over the years has been somewhat eclipsed by the power emanating from MoF. But it is capable of fighting its own rearguard actions
— against the offshore market. — against the offshore market, for example — at least until its objections have been met. Ogata is very much the em-bodiment of that tradition — conservative, but not dyed-in-the-wool, prudent, but flexible to a degree.

What does stand him apart, however, is an irrepressible sense of humour and an uncentral bankerly taste for the absurdities of life. He gives the impression of genuinely enjoying the constant intrigue and negotiation that is now the central banker's lot.

He is also an acute observer of both Japanese and inter-national politics. This is hardly surprising, since he comes from a well-connected political family and now forms, with Sadako his wife, a university professor and much sought-after repre-sentative in international circles, one of Japan's most intellectually distinguished and

gregarious couples. For both, recreation and work are largely indivisible, but they combine them with distinctive wit and charm. Occa-



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# Parameters set out for a Tokyo centre

THE STORY is told that last integrated market.
year when the Tokyo metropolitan government decided to move from its old headquarters on the interest in offshore in the city's business district. Mr Shunichi Suzuki, the governor, had an idea. He had heard of renewed interest in an international banking facility (IBF) being established in Tokyo. Why not, he is said to

bave suggested, put "it" in the old government building?
The City was, in due course, appraised of the fact that off-shore facilities, in this case on the New York model, do not actually require premises of trading focus. But even if they trading floors. But even if they did, it is becoming increasingly clear that the Tokyo version, which could well be operational by the last quarter of this year, would not need a great deal of

Indeed, the debate now has passed beyond the stage of whether or not Tokyo should have an IBF to whether or not it will be of great initial con-

This does not minimise the progress that has been made towards setting up an IBF in the past 12 months. The first breakthrough occurred last March when the Ministry of Finance itself, after years of equivocation, firmly nailed its colours to the principle of the offshore market.

This was followed by several months of additional study by a special subcommittee of the a special subcommittee of the Foreign Exchange Committee, under Mr Yusuke Kashwagi, chairman of the Bank of Tokyo and a former ministry mandarin, which last September took the process a stage further by publishing what it considered to be the desired parasidered to be the desired parasidered. meters of the proposed new facility.

 Participants in the IBF be in an interview here that the limited to authorised foreign tax position remained unclear. banks (that is, banks and the Japanese branches of foreign ment, that the current session's banks); their offshore accounts calendar was extremely crowded would be completely separated from their domestic accounts and transactions would be exclusively "out-out," that is, exclusively offshore.

 The operations would be limited to loans and deposits.

reserve requirements and deposit insurance would also be favourably entertained.

The sum is that the Tokyo favourably entertained.

Some of the existing players The facility would have to be managed in such a way as to ensure that it was properly insulated from domestic markets, so as not to impair the

effective conduct of domestic monetary policy. Since then, the debate has continued mainly along techni-

### Offshore banking JUREK MARTIN

cal lines, and not always to the liking of the IBF's advocates, such as Mr Kashiwagi and the influential director-general of MoF's international finance bureau, Mr Toyoo Gyohten. For example, it has become apparent that Mr Gyohten has encountered stiff resistance from MoF's own tax bureau, which has argued that an IBF should be a source of taxation revenue rather than a potential recourse for those wishing to avoid paying taxes.

Proponents of offshore mar-kets maintain that they work best when subject to minimal regulation and taxation. New York, for example, the model for Tokyo, exempts its IBF from corporation tax and local municipal levies.

Even Mr Gyohten conceded He added that tax bills would have to be presented to parliaand that it was, therefore, at least possible that parliamentary action would have to wait on the autumn session. That could delay the opening of a Tokyo IBF. Sumitomo Bank, for one does not think it will start until next year.

trading, and thus be along the Other developments would established facil lines of New York, not London's allow the participation of short- and New York. Other developments would

term money brokers, but ex-clude transactions in certificates of deposit. Foreign currencies, and the yen, could be traded. The minimum deposits is likely

on the Japanese financial mar-kets. Of the Japanese "city" banks, the Bank of Tokyo, no: surprisingly given Mr Kashi-wagi's role, is the most bullish on its possibilities. According to Mr Roy Takata, its managing director, the Tokyo IBF "will not start in an entirely satis-factory form, but it is a market where we can take the leader-

ship."
The main users are, in fact, expected to be the smaller, re-gional Japanese banks who need access to eurocurrencies but have no overseas offices themselves. Indeed, Mr Takata envisages the Bank of Tokyo, which specialises in foreign business, specifically servicing the regional banks, even to the point of bringing some of its present business back from London so as to make possible 24hour trading in eurocurrencies.
The Japanese branches of
foreign banks may also use the
IBF as a funding source, for swapping eurocurrencies into

The Kashiwagi report emphasises that an IBF should make possible greater use of the yen as an international currency, a goal that both the US and the European Community have been urging on Japan for several years now. It is quite possible that a local IBF will shift the euroyen market to Tokyo and that proximity and familiarity will produce wider

However, the large Japanese financial institutions, which have been setting up investment and merchant banking arms overseas at a rapid pace, are unlikely to be deterred from their current external expansion policies by the existence of a Tokyo IBF. They do not see Tokyo as a threat to the offshore markets of London or New York (although some business could be drained from Asian offshore centres such as Singapore and Hong Kong). At best, it will complement the established facilities of London



A general view of the business area of Tokyo

# Critical challenges lie ahead

CONTINUED FROM PAGE ONE soon it will be Fort Apache," says a top executive with a large American bank in Tokyo.

Most officials want to delay Fort Apache as long as possible. In order to appreciate how far Tokyo has already travelled, one need only look on to the ultra-modern floor of the Tokyo Stock Exchange, where the odd abacus is still being used in front of a computer terminal. Or consider the fact that same-day inter-bank fund transfer is still done in cash, more often than not on bicycles because of the heavy traffic congestion in

Tokyo.

None the less, the process of

regulatees. The long-term credit for International Settlements, banks, for example, complain the outstanding balance of that they are free to offer short- European deposits reached the contraction of the term loans, but are not free to raise money at the same rate at which city banks can, because they cannot solicit small

City banks, on the other hand, already squeezed by paper thin spreads, and poor loan demand, are still barred from the lucrative securities business even though Deutsche Bank and Citibank have been allowed to get into the Japanese equities market through the Tokyo branches of securities subsidiaries.

Further, the tougher tax treatment of investors in Japan deregulation is now gathering is helping to send more of its own steam, not from the Japan's corporate fundraisers to regulators but from the Europe. According to the Bank

Euroyen deposits reached Y6,400bn at the end of June 1985, compared with Y2,500bn five years earlier. Last year, the total amount of Euroyen instruments raised by Japanese borrowers outstripped the amount of yen raised in Japan by foreign borrowers (samurai

"We're seeing Japanese borrowers going to London and domestic investors travelling to London to buy those papers." says Mr Jiro Yamana, senior managing director of Daiwa Securities. "It is like flying to Edinburgh via New York."

On the other hand, some recent innovations in the financial market in Tokyo have not been entirely felicitous.

October 19 last year, Tokyo's bond futures market opened and ran smack into the Bank of Japan's move to support in-terest rates and defend the year against the dollar.

Bond prices suffered their

biggest ever drops and thoustands of neophyte bond futures investors lost money. A major contribution to the collapse was the heavy one-way buying before the BoJ move-in other words, few investors were willing to bet against the general mood that interest rates would go down, not up. The lack of speculators con-

Another unwanted side-effect of the excess liquidity has been the growing opportunity for

tinues to hamper the market's

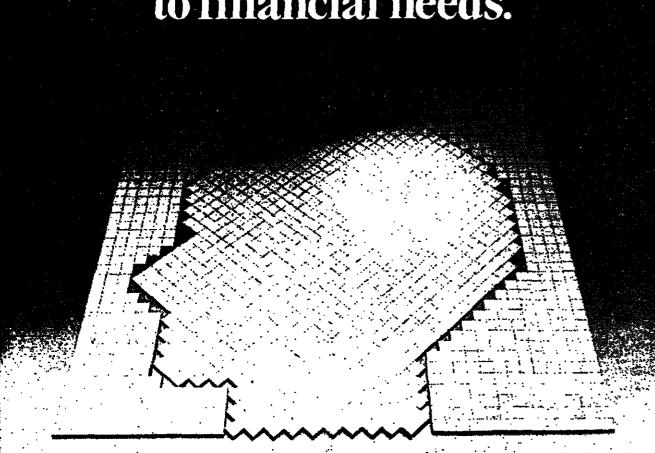
Not surprisingly, the current Diet will be considering an in-vestment management Bill this term, which is an almost exact parallel to the UK Financial Services Bill, aimed at investor protection. Moves to increase the national deposit insurance scheme are also afoot.

Looking about neither the

Looking ahead, neither the amount of money available for investing nor the methods available for investing it are likely to decrease. Bank of Japan figures show that the average household's net savings in 1985 surpassed annual income for the first time in 1985 with net savings at Y4.56m, compared to income of Y4.4m. From the average household to the average corporation, the impetus to bring Tokyo in line

centres remains strong.





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